

N Hamp
352.07
S157
1993

TOWN REPORT

SALEM, NEW HAMPSHIRE




1993

TOWN REPORT

SALEM, NEW HAMPSHIRE



1993



Digitized by the Internet Archive
in 2010 with funding from
Boston Library Consortium Member Libraries

<http://www.archive.org/details/annualreportofto1993sale>

TABLE OF CONTENTS

TOWN OFFICERS	5-7
BOARD OF SELECTMEN	8
DEDICATION	9
TOWN MANAGER	10
BOARDS AND COMMITTEES	
Budget Committee	11
Conservation Commission	12
Council on Aging	13
Housing Authority	13
Kelley Library	14-16
Kelley Library Board of Trustees	17
Planning Board	18
Recreation Advisory Committee	19
Recycling Committee	20
Salem Town Museum	21
Trustees of the Trust Funds	22-26
Zoning Board of Adjustment	27
SALEM DISTRICT COURT	28
TOWN DEPARTMENTS	
Assessing Department	28
Building Department	29
Data Processing Department	30
Engineering Department	31
Finance Department	31
Fire Department	32-34
Health Department	35
Human Services Department	36
Personnel Department	37
Planning Department	38
Police Department	39-40
Public Works Department	41-44
Recreation Department	44
Salem Senior Center	45
Tax Collector	46-48
Town Clerk	49
FINANCIALS	
Auditor's Report	50-51
Statement of Appropriation	52
Statement of Expenditures	53
Comparative Statement of Appropriations	54
Statement of Receipts	55
Comparative Statement of Receipts	56
Taxes Assessed	57
Special Funds	58-59
Statement of Town Debt	60
OFFICIAL BALLOT RESULTS	61-63
TOWN OF SALEM MAP AND STREET NAMES	64-67

TOWN OFFICERS

1993

ELECTED OFFICIALS TERM EXPIRES

Selectmen - Three Year terms

George P. Jones, III, <i>Chairman</i>	1994
David B. Tilton, Sr., <i>Vice-Chairman</i>	1994
Everett P. McBride, Jr., <i>Secretary</i>	1996
Harold W. Berry	1995
Robert J. Campbell	1996

Town Clerk - Three Year Term

Barbara Lessard	1996
-----------------	------

Tax Collector - Three Year Term

Jacqueline Gucciardi	1996
----------------------	------

Treasurer - Three Year Term

Cheryl Bolouk	1996
---------------	------

Budget Committee - Three Year Terms

Robert Ellis, <i>Chairman</i>	1994
Alan Archambeault	1994
Roland Maher	1996
Earl Merrow	1996
William Rudd	1994
Brenda Sack	1995
Bernard Campbell, <i>School Board Rep.</i>	
Fred Kruse, <i>Alternate School Brd. Rep.</i>	
George P. Jones, III, <i>Selectmen Rep.</i>	
Everett P. McBride, Jr. <i>Alt. Selectmen Rep.</i>	

Moderator - Two Year Term

Laurence Belair	1994
-----------------	------

Library Trustees - Three Year Terms

James Carpenito, <i>Chairman</i>	1994
Richard O'Shaughnessy	1995
Bertice Woodbury	1996

Library (Appointed by Trustees)

Eleanor Strang, <i>Director</i>	
---------------------------------	--

Supervisors of the Check List - Six Year Terms

Janice Habib	1996
Sheila Murray	1998
Joan Sabatini	1994

ELECTED OFFICIALS TERM EXPIRES

Trustees of Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	1995
Thomas Eden	1996
Terrence Gerlich	1994

APPOINTED OFFICIALS TERM EXPIRES

Conservation Commission - Three Year Terms

Michael J. Lyons, <i>Chairman</i>	1995
Nancy Bilodeau	1994
Kenneth Campbell	1994
Earl Merrow	1996
Albert Raymond	1994
William Schultz	1995
William Bradford, <i>Alternate</i>	1994
Thomas Campbell, <i>Alternate</i>	1994
George P. Jones, III, <i>Selectmen Rep.</i>	

Council on Aging - Three Year Terms

Kathy DiGregorio, <i>Chairman</i>	1996
Daniel Breton	1995
Robert Castricone	1995
Doris Flaherty	1995
Howard Goodell, Jr.	1994
Margaret Gurney	1994
Jean MacAskill	1994
Ann St. Hilaire	1996
Pat Keegan	1996
Sandra Merrill	1996
Stephanie Micklon	1995
David Tilton, Sr., <i>Selectmen Rep.</i>	

Fair Hearing Committee, Three Year Terms

Ethel Fairweather	1994
Coletta Ginnard	1994
Anne Priestley	1994
Robert Loranger, <i>Welfare Director</i>	
Louise Ackerman, <i>Alternate</i>	
Veronica Rheaume, <i>Alternate</i>	

APPOINTED OFFICIALS TERM EXPIRES

Historic District Commission - Three Year Terms

Edith Desrosiers, <i>Chairman</i>	1994
Louise Ackerman	1994
Beverly Glynn	1996
Carol McShane	1994
Donna Smith	1995
David B. Tilton, Sr., <i>Selectmen Rep.</i>	

Housing Authority - Five Year Terms

Delbert Downing, <i>Chairman</i>	1995
Doris Beshara	1996
George Khoury	1997
Arnold Priestley	1994
Patricia Weber	1998

Museum Committee - Open Terms

Edith Desrosiers, <i>Chairman, Historic Dist. Rep.</i>	
Louise Ackerman, <i>Historic District Rep.</i>	
Beverly Glynn, <i>Historic District Rep.</i>	
Ernest Mack, <i>Historic Society Rep.</i>	
Carol McShane, <i>Secretary</i>	

Planning Board - Three Year Terms

Clifford Sullivan, <i>Chairman</i>	1995
Bernard Campbell	1994
Emil Corrente	1994
John P. Lukens	1996
Thomas Pappalardo	1995
Gary Rowe	1996
Robert J. Campbell, <i>Selectmen Rep.</i>	

Recreation Advisory Committee - Three Year Terms

George Fredette, <i>Chairman</i>	1994
Gardner Chase	1996
Frank Gruber	1994
Edward Gabriel	1996
Nancy Stickney	1995
Annette Cook, <i>School Board Rep.</i>	
Harold W. Berry, <i>Selectmen Rep.</i>	

Recycling Committee - Open Terms

John Doyle, <i>Chairman</i>	
Brian Comeau	
Katherine Fredette	
George Kassas	
Lisa Perzechino	
Linda MacDonald, <i>School Board Rep.</i>	
David B. Tilton, Sr., <i>Selectmen Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES

Zoning Board of Adjustment - Three Year Terms

Phil DeRosa, <i>Chairman</i>	1995
Francis Champoux	1994
Edith Desrosiers	1995
John Doyle	1996
William Pry	1994
Keith DeSantis, <i>Alternate</i>	1994
Gerald Forcier, <i>Alternate</i>	1994
Edward Huminick, <i>Alternate</i>	1994
William Loosigian, <i>Alternate</i>	1994
Kelley O'Neil, <i>Alternate</i>	1994

District Court

Robert D. Marshall, <i>Justice</i>	
Urvile J. Beaumont, <i>Special Justice</i>	
Michael E. Jones, <i>Special Justice</i>	
David S. Wajda, <i>Clerk of Court</i>	
Naomi M. Ireland, <i>Deputy Clerk</i>	
Brad Mulhearn, <i>Youth Officer</i>	

Town Departments

Town Manager

Barry M. Brenner, <i>Town Manager</i>	
Maureen E. Rhodes, <i>Executive Secretary</i>	

Assessing

Normand Pelletier, <i>Chief Assessor</i>	
Catherine Arsenault, <i>Deputy Assessor</i>	
Joyce Desrosiers, <i>Assessing Clerk</i>	
Rosemarie Burton, <i>Assessing Clerk</i>	

Building

Samuel Zannini, <i>Chief Building Official</i>	
Warren Winter, <i>Building Official</i>	
Rosemarie Hartnett, <i>Administrative Secretary/Agent, Board of Adjustment</i>	

Data Processing

John Bernard, <i>Data Processing Manager</i>	
Karen Landry, <i>Program Analyst</i>	

Engineering

Edward J. Blaine, Jr., <i>Engineering Director</i>	
James Brown, <i>Senior Engineer</i>	
Joseph Chamberlain, <i>Senior Engineering Tech.</i>	
Andrea McPherson, <i>Administrative Secretary</i>	

Town Departments (Cont.)

Finance

Frances Bernard, *Finance Director*
Cheryl Bolouk, *Assistant Finance Director*
Robert Blanchette, *Accounts Receivable Clerk*
Patricia Gaddis, *Utility Clerk*
Susan Galvin, *Accounts Payable Clerk*
Jean Mayo, *Utility Clerk*
Rena Webster, *Payroll Coordinator*

Fire

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Michael Roberts, *Fire Marshal*
Arthur Barnes, *Operations and Training Officer*
Daniel Breton, *Captain*
Kevin Campbell, *Captain*
Kevin Kimball, *Captain*
James Stone, *Captain*
Patsy Dreyer, *Administrative Secretary*

Health

Suzanne Doucette, *Health Officer*

Human Services

Robert Loranger, *Welfare Administrator*
Maureen Sullivan, *Administrative Secretary*

Personnel

John C. Nestor, *Personnel Director*
Anne K. Priestley, *Personnel Assistant*
Ginni Johnson, *Switchboard Operator*

Planning

Ross A. Moldoff, *Planning Director*
Lydia Esmel, *Administrative Secretary*

Police

James E. Ross, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Joyce Crocco, *Administrative Secretary*

Town Departments (Cont.)

Public Works

George Sealy, *Director of Public Works*
William Duma, *Operations Superintendent*
Robert Dennis, *Supt. Parks & Properties*
Daniel Pacheco, *Supt. Utilities*
Paul Weed, *Animal Control Officer*
Walter Ciblusi, *Solid Waste Foreman*
Alice Perreault, *Administrative Secretary*

Purchasing

Marilyn Pearson, *Purchasing Coordinator*

Recreation

Julie Kamal, *Recreation Coordinator*
Esther Lucy, *Clerk*

Senior Center

Sally Sweet, *Senior Citizens Coordinator*
Frances Berube, *Van Driver*
Lois Kurgan, *Clerk*
Esther Lucey, *Clerk*

Tax Collector's Office

Jacqueline Gucciardi, *Tax Collector*
Patricia Carter, *Deputy Tax Collector*

Town Clerk's Office

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*
Jill Edgecomb, *Clerk*
Ruth Hayes, *Clerk*
Barbara LaPointe, *Clerk*

BOARD OF SELECTMEN



*Standing: Harold W. Berry, Robert J. Campbell;
Sitting: Everett P. McBride, Jr., George P. Jones, III, David B. Tilton, Sr.*

The March 1993 Town election brought two new members to the Board with the election of Robert J. Campbell and Everett P. McBride, Jr. Robert J. Campbell and Everett P. McBride, Jr. filled the seats of James P. Lawlor, who did not choose to seek re-election, and Joseph W. Gagnon, who was unsuccessful in his bid for re-election.

The Board of Selectmen quickly organized themselves after the March 1993 election and established a weekly meeting schedule to tackle the issues confronting the Town. The Board of Selectmen also shortly after the election established priorities for 1993 to guide the Town throughout the year.

Progress was made by the Board on many issues that the Town has been facing over the past several years.

- To comply with the Federal Safe Drinking Water Act a water treatment plant has been designed for Canobie Lake. The project is out to bid so that construction costs can be provided to the 1994 Town Meeting.
- A hydrogeological study is under way to objectively evaluate the potential utilization of the Donigian and TP-2 water wells.
- Water/sewer utility financing was reviewed in significant detail. This review resulted in the transfer of sewer bond issue #7 and 40% of sewer bond issue #9 from the Sewer Fund to the General Fund. This action was taken to restore the bond issues to the fund that was servicing the debt prior to 1987 when all the sewer issues became the responsibility of the Sewer Fund. Decisions were made on the financing of the new water treatment plant. The water treatment plant will be financed 20% by property taxes, 20% through a grant from the State of New Hampshire, and 60% by water user fees. Water and sewer rates were reviewed, restructured, and set for 1994.
- Cable Television Public Access has been reconsidered with an agreement drafted with the School District to operate Channel 38 as the local government channel and public access. This proposal will be presented to the 1994 Town Meeting.
- To comply with the Massachusetts Department of Environmental Protection requirements that recyclable materials be removed from the waste stream, which effects Salem due to the Town disposing of its solid waste in Massachusetts, the Recycling Committee working with the Staff and the Board of Selectmen have developed two options for presentation to the 1994 Town Meeting - (1) Expansion of the Transfer Station at Shannon Road to handle recyclables and (2) Curb-Side Collection of Solid Waste and Recyclables.
- Established a target of a level-funded Budget for 1994.

One of the priorities of the Board of Selectmen has been inter-Board cooperation which has involved a close working relationship with the Town's various Boards, Committees, and Commissions.

1993 saw the untimely passing of several individuals who served the Town with dedication. Library Director Edward Reed, Public Works Parks and Properties Superintendent Harold McLean, School Crossing Guard Shirley Tecce, and Trustee of the Trust Funds Member Joseph Conklin. The service and contribution of these individuals to our community will be remembered.

The Board of Selectmen wishes to express its appreciation to the many citizens who generously volunteered their time and efforts to serve on the Town's various Boards, Committees and Commissions. We are indeed in the debt of these fine citizens.

The Board of Selectmen looks forward to successfully meeting the challenges and issues that will face the Town in 1994 and we urge all citizens to participate in their local government.

Respectfully Submitted,

George P. Jones, III
Chairman

DEDICATION



During 1993 Library Director Edward V. Reed, Public Works Parks & Properties Superintendent Harold McLean, and School Crossing Guard Shirley Teece passed away. In recognition of the dedication and caring these fine public employees brought to their responsibilities, the Board of Selectmen has dedicated this Annual Report to their memories.

TOWN MANAGER

The accomplishments of the Town in 1993 are detailed in the report of the Board of Selectmen, as well as the reports of various Town Departments. The accomplishments are due to the dedicated efforts of the Board of Selectmen, the Town's Boards, Committees, and Commissions, and the men and women of all Town Departments that provide the services to our community.

As is noted in the report of the Board of Selectmen, shortly after the March 1993 election, the Board of Selectmen established priorities for 1993 to guide the Town throughout the year. The Board established thirty-one (31) priorities which the Town Staff embarked upon preparing plans and working on.

While many of these priority issues are discussed in the report of the Board of Selectmen, a few others are also noteworthy of mentioning and I will touch upon them in this report.

I was pleased to appoint John R. Nadeau as the new Fire Chief for our community. Fire Chief Nadeau has established a successful program to further the professionalism, effectiveness and efficiency of the Salem Fire Department, which will build upon the prior efforts of former Fire Chief Donald Bliss.

Labor contracts were successfully reached in 1993 for all of the Town's employee unions. All Town employees are now paying 15% of the cost of health insurance benefits compared to 10% previously. In addition, all Town employees are now participating in the Managed Care Health Insurance Program, which yields a 5% cost savings in premiums. Of particular note in 1993 was the reaching of a contract with the Police Union, which ended several years of negotiations necessitated by the action of the 1991 Town Meeting not approving the second year of a two-year contract. The new Police Union contract was reached retroactively to 1991.

The Rockingham Hotel which presented a safety danger due to its structural unsoundness following the fire at the Hotel was demolished during the summer of 1993. The Rockingham Hotel had presented a significant aesthetic blight on the Depot and its removal will hopefully serve as the starting point for redevelopment of the Depot area. Other hazardous structures were also demolished by the Town's code enforcement initiatives including 288 Main Street which had been damaged by fire and a structure at Grove Avenue.

Mitigation was successfully undertaken for wetland violations cited by the U.S. Army Corps of Engineers against the Town during the construction of Michelle Memorial Park in 1986. The mitigation project was accomplished for less than half of the original cost estimates for the project due to the creativity and resourcefulness of the Town's consulting soil scientist, saving the Town over \$250,000.

1993 saw the continuation of six year capital improvement programming which is one of the community's most important physical and financial planning tools.

The Town Road Improvement Program continued with portions of Main Street and Pelham Road being reconstructed. To supplement the Road Improvement Program, First, Second, Third, and Fourth Streets; Evergreen, Sandy Beach, Joseph, Catherine, Therese, and Helen Roads, and a portion of North Broadway were overlaid.

As our local economy has begun its re-bound, development activity increased significantly in 1993. Residential development reached a zenith not seen since the mid-1980's. The construction of Jordan Marsh, the 4th anchor store for the Mall at Rockingham Park, will significantly add to our community's property base bringing new jobs and property tax revenue. The construction of Mectrol Corporation on Northwestern Boulevard represents "the first new industrial development of its type in Southern New Hampshire in recent years", to borrow from the words of Governor Merrill at the groundbreaking.

To encourage economic development, the Salem Regional Economic Council was created through a partnership of the Chamber of Commerce and the Town. The Town also prepared an economic development brochure to provide information to attract industry and commerce to our community.

Probably the Town's greatest challenge in 1993 was to remain within the 1993 Budget appropriation level available, although revenues exceeded our original budget calculations.

This difficulty commenced at the beginning of 1993 when the Budget Committee failed to respond to our request to incorporate within the 1993 Budget the increase in workers compensation premiums we were notified of after the 1993 Proposed Budget was prepared. This resulted in a known shortfall of \$70,000.

The winter of 1993 was one of the worst winters in recent years which consumed virtually all of the 1993 appropriation for snow removal as of March, 1993 with exposure for additional expenses for snow removal in November and December, 1993 remaining. The arduous winter also took its toll on our roads and resulted in additional expenses for road patching and repairs.

Overall for 1993 we estimated in October that General Fund expenditures would be \$27,713 below the 1993 Budget appropriation level. This estimate allocated resources necessary to maintain essential Town services including snow removal throughout the remainder of 1993.

For 1993 we concluded the year without exceeding our Budget appropriation. This was accomplished by suspending all but emergency-related purchasing for the last several months of the year and the diligence and efforts of all Town Departments to respond to this financial condition.

I have prepared 21 municipal budgets and have never run a deficit. The prospects of ending 1993 with an expenditure balance of less than 1/10 of 1% of the Town Budget was less than comforting to me. This presented a challenge far greater than that of the Board of Selectmen's priority of preparing a level-funded Budget for 1994 which was not easily attained, but nevertheless was accomplished.

The Town operates through the services of many fine and dedicated volunteers and employees. The contributions of these volunteers who serve our community are recognized in the report of the Board of Selectmen.

I would like to take this opportunity to note the past contributions of several employees who are no longer serving with the Town. In 1993, Police Officer Edward Costello retired from Town service. 1993 saw the untimely deaths of Library Director Edward V. Reed, retired Public Works Parks and Property Superintendent Harold McLean and School Crossing Guard Shirley Teece. The loss of the collective experience and professionalism of these employees will be missed.

Finally, I would like to acknowledge the efforts of Executive Secretary Maureen E. Rhodes for her role in coordinating and editing this year's Annual Report, as well as her efforts everyday in providing professional secretarial support to my office. I would also like to take this opportunity to acknowledge the efforts of Finance Director Frances A. Bernard for her perseverance and diligence in meeting our budgetary challenges in 1993.

Respectfully submitted,

Barry M. Brenner
Town Manager

BOARDS AND COMMITTEES

BUDGET COMMITTEE



Standing: William Rudd, Earl Merrow, Alan Archambeault; Sitting: Robert Ellis, Roland Maher, Brenda Sack; Missing: Bernard Campbell, School Board Rep., George P. Jones, III, Selectmen Rep.

We are again at the time of the year when, as citizens of Salem, the discussion has turned to budgets. 1993 was a mixed year budget wise; largely due to weather expenditures.

The Budget Committee is again trying to make an attempt to give the voters a budget for 1994 that will allow Salem to move ahead without pushing them into financial problems. Salem is a great town to live in and provides a lot of services not available anywhere else. If you have been reading the papers recently, you may be aware of legislation that will change your ability to control your Town budget.

One Bill will create a State-wide income tax for schools. This will hit towns like Salem hardest due to industrial/commercial development.

The second Bill will have the possibility of eliminating Town Meeting. This Bill, if passed, will do away with Town Meeting as Salem operates under now. It means that you as citizens will not be able to stand up at Town Meeting and say "I Don't like that expenditure and I move to raise/lower it" and then have the citizens vote to agree or disagree with you. You also would give up a chance to question your representatives (Selectmen, School Board Members, and Budget Committee Members) about why we do what we do and justify the actions to be taken at Town Meeting.

The success of this year's budget (1993) was largely due to your support and the support of your Town Government as directed by your outspoken concerns.

Make 1994 another successfully year budget wise and get out and participate. If you can't vote, make phone calls. Don't give up your freedom, fight to keep it.

Respectfully submitted,

Robert L. Ellis
Chairman

CONSERVATION COMMISSION



*Standing: Kenneth Campbell, Albert Raymond, Earl Merrow,
George P. Jones, III, Selectmen Rep., William Bradford;
Sitting: William Schultz, Michael Lyons, Nancy Bilodeau; Missing: Thomas Campbell*

In 1993 the Conservation Commission saw the addition of one (1) alternate member. Nancy Bilodeau stepped down as Commission Chairperson after serving faithfully for two years.

During the year, with Town Staff's efforts, we were able to finalize a conservation easement along Veterans Memorial Parkway, which will be the first step in creating a green belt along that roadway. Also the Commission oversaw its first managed timber cut in the Town Forest, in addition to the review of 34 dredge and fill permits.

We look forward to the setting of new goals in the coming year for the Commission to pursue which will benefit the entire community.

Respectfully submitted,

Michael J. Lyons
Chairman

COUNCIL ON AGING



Standing: Robert Castricone, Sandy Merrill, Daniel Breton; Sitting: Kathy DeGregorio, Stephanie Micklon, Pat Keegan; Missing: Doris Flaherty, Howard Goodell, Margaret Gurney, Jean MacAskill, Ann St. Hilair, David B. Tilton, Sr., Selectmen Rep.

HOUSING AUTHORITY



Standing: Staff Members; Michael Finocchiaro, Diane Bryant, Mary Wall; Sitting: Commissioners; Patricia Weber, Delbert Downing, George Khoury; Missing: Doris Beshara, Arnold Priestley

The Salem Housing Authority is responsible for the operation of the Public Housing Program, which presently consists of two elderly housing complexes in the Town of Salem; Millville Arms and Telfer Circle. Through this program, the Authority assists 150 elderly, disabled and/or handicapped households. The Authority maintains a 100% occupancy rate.

In 1993, the Housing Authority was awarded an additional eight units of elderly public housing under the new construction development method. Though it does not address the entire need, these additional units will provide another means to assist our growing population of elderly.

The Housing Authority also received in 1993, over \$300,000 under the Comprehensive Improvements Assistance Program for major improvements/renovations at its two existing complexes, to include such items as roofing, carpeting and smoke detectors.

In addition, the Authority continues to operate the Section 8 Housing Assistance Payments Program. Presently, the Salem Housing Authority assists 57 eligible households by direct rental subsidy payments to private landlords on behalf of the participants. Participants pay 30% of adjusted income toward rent and utility costs. In 1993, the Salem Housing Authority made subsidy payments on behalf of the participants, totalling \$288,702.

The waiting list for the Section 8 Program was closed in March of 1993 and has remained closed. Though many households are eligible for assistance, the lack of funding requires applicants to wait a substantial period of time before the assistance is made available to them. The Salem Housing Authority has continued to apply for additional allocations under the Section 8 Program in order to assist these applicants.

The Authority seeks to provide decent, safe, and affordable housing through an ordinance passed by the Town of Salem in 1989. Since that time, thirty-six families were able to purchase homes through the Affordable Housing Program, and a twenty-four unit rental project was completed and remains fully occupied.

By way of explanation, the Public Housing and Section 8 Programs are subsidized by the Federal government (U.S. Department of Housing and Urban Development). The Affordable Housing Program is a private program in the Town, which has been developed, implemented, and managed by the municipal government, Housing Authority, and the private sector.

The Salem Housing Authority has been recognized by the Department of Housing and Urban Development (HUD) as a High Performer under the Public Housing Management Assessment Program. This program analyzes such areas as vacancy percentage, accounts receivable, timeliness of repairs, and unit turn-over time. The Salem Housing Authority received a total score of 100%.

The Salem Housing Authority continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We look forward to continuing to work closely with the Town of Salem throughout the coming year and we thank the Town of Salem for their support.

Respectfully submitted,

Diane E. Bryant, PHM
Executive Director

KELLEY LIBRARY

1993 will be remembered as a very sad year in the history of the Kelley Library. Edward V. Reed, Jr., who had been the Library's director since 1971, died on October 11, 1993. During his years as director, his leadership and vision literally transformed the Kelley Library. As a direct result of his efforts to create a friendly atmosphere and to build collections that would serve the broad spectrum of community needs, circulation increased tremendously, to the point where the Kelley Library now has the fourth highest circulation of any public library in the State. Furthermore, Mr. Reed was responsible for the new addition which was built in 1978. The new wing almost doubled the size of the Library, and greatly expanded both the Reference Department and the Children's Room. In recognition of this achievement, the Trustees of the Kelley Library have directed that the new wing and the Children's Room be dedicated in Mr. Reed's name.

On a personal note, I would like to take this opportunity to say that, in addition to his many contributions as Library Director, Mr. Reed was a genuinely good person, a true gentleman, a scholar of great depth, and a highly valued colleague. The Library staff and I were profoundly saddened by his death.

It is said that "life goes on", and so it will for the Kelley Library. We look forward to improving Library services in a number of ways. One of our plans is to bring in the benefits of automation to enhance the central public service functions of the Library. In 1994, we plan to lay the groundwork by converting the contents of the Library's card catalog into computerized format. Then, in 1995, we hope to introduce a comprehensive automated system that will greatly improve our ability to serve the public at our circulation desk, and will provide tremendously enhanced access to our collections via online public access terminals.

I would like to close by saying that, as we move into the future, the Library staff and I are strongly committed to continuing the high standards of public service personified by Edward V. Reed, Jr.

Respectfully submitted,

Eleanor Strang
Director

KELLY LIBRARY TREASURER'S REPORT

Balance of Cash on Hand January 1, 1993: \$24,829.63

Income 1993:

Town of Salem	\$822,596.20
Fees & Charges	\$ 7,133.63
Materials of Trade	\$ 28,065.47
Memorial Fund (E.V.Reed)	\$ 1,776.00
Trust Funds	\$ 1,485.28
Gifts	\$ 492.71
Interest	\$ 416.96

TOTAL INCOME: \$861,966.25

Total Available Funds 1993: \$886,795.88

Expenses 1993:

Personal Services	\$650,732.72
Fees & Charges	\$ 7,225.21
Materials of Trade	\$115,781.07
Supplies	\$ 13,158.16
Services and Charges	\$ 76,251.99
Equipment	\$ 8,889.00
Miscellaneous	\$ 290.00

TOTAL EXPENSES: \$872,328.15

Balance of Cash on Hand December 31, 1993: \$ 14,467.73

CHECK BALANCES, DECEMBER 31, 1993:

Cash on Hand	\$ 889.48
Checking Account	\$13,392.66
Petty Cash (2 accounts)	\$ 185.69
	<u>\$14,467.73</u>

"Dedicated to Serving you"

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes and compact discs. As of December 31, 1993 the library had:

79,051 Books
 24,249 Paperbacks
 499 Current Magazine and Newspaper Subscriptions
 3,853 Compact discs, Audio Cassettes, and LP's
 3,467 Video Cassettes
 29,797 Library Cards issued (since 1986)

LANDMARK LIBRARY SERVICE

- Up-to-date information you need - career, consumer, small business, personal finance, health, home and auto, etc.
- Access to powerful databases like DIALOG and INFOTRAC, and new CD-ROM products such as Phonedisc and Computer Select
- Local and State Information.
- Job Resource Center.
- Museum Passes
- Computer for public use.
- A staff of fourteen trained and knowledgeable librarians dedicated to serving you.
- A comfortable, modern building in which to read, browse or study, open 68 hours a week, 52 weeks a year.

THE FOURTH BUSIEST PUBLIC LIBRARY IN THE STATE OF NEW HAMPSHIRE:

ADULT SERVICES:

Circulation:	Books, Magazines and Paperbacks	137,208
	Compact Discs, Audio Cassettes, and LP's	16,962
	Video Cassettes	29,294
	Other	262
	ADULT TOTAL	183,726
Activities:	2,965 Reserve Requests Processed	
	7,181 Overdue Notices & Bills Processed	
	10,951 Overdue Materials Processed	
	2,426 New Borrowers Registered	

CHILDREN'S SERVICES:

Circulation:	Books, Magazines and Paperbacks.....	96,342
	Audio Cassettes and LP's	383
	Video Cassettes	19,768
	Other	1
	CHILDREN'S TOTAL	116,494
Activities:	5,046 Overdue Notices & Bills Processed	
	8,772 Overdue Materials Processed	
	616 New Borrowers Registered	
	125 Story Hours	
	2,084 Story Hour Attendance	
	29 Field Trips & Other Programs	
	1,180 Field Trips & Other Programs Attendance	

TOTAL 1993 LIBRARY CIRCULATION300,220

INFORMATION AND REFERENCE SERVICES:

11,899	Reference and Research Questions Answered
783	Inter-Library Loan Requests Processed
92	Online Database Searches Conducted
20	Instructional & Other Programs Conducted

TECHNICAL PROCESSING AND CATALOGING SERVICES:

Books Cataloged and Processed	4,985
Paperbacks Processed	3,483
CD's Audio & Video Cassettes Cataloged and Processed	876
Microfilm Reels Processed	102
Total Library Materials Processed	9,446
Total Library Materials Withdrawn (damaged, worn out etc.)	3,059

LIBRARY BOARD OF TRUSTEES



Richard O'Shaughnessey, James Carpenito, Bertice Woodbury

1993 was an historic year for the Kelley Library but also one of regret at the tragic and untimely death of our beloved director, Edward V. Reed, Jr. Library circulation continues to be very high, once again passing the 300,000 mark. A comparison from 1984 to 1993 shows that total circulation has increased from 170,895 to 300,220 - an increase of 76 percent. The collections and resources of the Library are available to all of the citizens of the Town of Salem and these resources include books, paperbacks, newspaper and magazine subscriptions, video and audio cassettes and CD's, and pre-school story hours and summer reading programs. To all who visit the Kelley Library regularly we thank you for your continuing patronage and support. To those who have not visited with us recently, please make an effort to visit us soon and enjoy what the Library has to offer. The Library commences its second century as a living institution reflecting the 22 years of leadership by Edward V. Reed, Jr., with a diverse and dynamic collection including not only the great novels but also popular literature of our time and even manuals for the mechanic or homeowner. We will be formally dedicating the new wing of the Kelley Library in the coming year to Edward V. Reed, since it was through his leadership that the new wing was managed through the completion of construction. The Library also welcomes its new Director, Eleanor Strang, who will carry on the tradition of professional dedication and service to the Town of Salem.

Respectfully submitted,

James W. Carpenito, Chairman
Trustees of the Kelley Library

PLANNING BOARD



*Standing: Emil Corrente, Gary Rowe; Sitting: Bernard Campbell;
Robert Campbell, Selectmen Rep., John Lukens; Missing:
Thomas Pappalardo, Clifford Sullivan*

There were signs in 1993 that the community began to come out of the economic downturn which affected our entire region for the last several years. Single family homes were constructed in Salem in numbers not seen since the 1970's. While there was some new subdivision activity, including a 12 lot subdivision off Bluff Street, much of the building occurred in existing or previously approved projects. An example of this would be the resumption of development off Golden Oaks Drive (Silverthorne Drive) a street platted over 8 years ago, but brought forward for construction this year. One trend that was evident is that much of the recent development has been in the "starter" home market, in subdivisions which took advantage of the open space provisions of our ordinances to reduce lot sizes and road frontages (e.g. Salem Meadow Glen off Bridge Street and Taylor Woods on Frazier Drive Extension).

On the commercial/industrial side of things, some new activity was noted in the industrial park area, with the approval of the NE Airgas project. As the year ended, the Board was continuing its consideration of a plan to reopen the Lowell Road Wood Processing facility. By far the largest single project was the final approval of the Wal-Mart project. This marked a watershed as the first major retail project on North Broadway. The Board has seen, and will consider in the new year, a major new retail proposal in the area of Kelly Road. This project has served to spark debate on the extent to which the community is ready to handle significant additional retail traffic. The Mall at Rockingham Park is scheduled to open its fourth anchor (Jordan Marsh) this fall, and Wal-Mart will be under construction shortly. Many concerns focus on the Depot, which is currently subject of an ongoing traffic study by the Town's consultant. Proposed redevelopment of the Grossman's and Zurbach sites are a continuing concern. The Board has responded by proposing a comprehensive rezoning of Salem Depot which will be submitted for consideration by voters this March.

In the category of other major "forward planning" accomplishments of 1993, the Board completed its comprehensive update of the community Capital Improvement Program. A subcommittee led by member John Lukens met through the summer, with the result that the Board formally adopted an updated plan this fall. In addition, the Board completed hearings and adopted new excavation regulations. A proposed impact fee ordinance, to formalize the Board's prior policy of traffic improvement fees, has been drafted and forwarded for consideration by the voters.

More and more of what the Planning Board has been doing has focused on traffic, where we put it, and how we reduce it. Addressing this problem will require cooperation of all parts of Town government, and may involve the initial investment of significant public funds. The future role of the Planning Board may be to lead the public debate on this subject as we move toward the turn of the century.

Respectfully submitted,

Bernard H. Campbell
Secretary

RECREATION ADVISORY COMMITTEE



Standing: George Fredette, Frank Gruber, Ed Gabriel; Sitting: Julie Kamal, Annette Cook; Missing: Gardner Chase, Harold Berry, Selectmen Rep.

The Recreation Advisory Committee had renewed energy in 1993 and our momentum is building. We are charged with assisting and supplementing the efforts of the professional staff of Salem's Recreation Department. The Committee's principal focus is to increase the awareness, develop enthusiasm, and encourage participation in the recreation activities in our Town. We hope to offer the citizens of Salem a reprieve from the business of being a community so that we can enjoy leisure time together as a community.

In 1993, the Recreation Advisory Committee assisted the Lights for Nights program; participated in the Fishing Derby, the Fourth of July Celebration and the Town Halloween Party; and lent a hand to the Salem Christmas Parade Committee. We have made progress in developing a recreation master plan and have initiated our participation in the New Hampshire Recreation Association.

But the real pride of our message in this annual report is not in our past accomplishments, but in the promise of things to come. We have laid the groundwork for a more effective committee. Under the guidance of Julie Kamal and with the enthusiasm of our newest members - Gardner Chase and Ed Gabriel - the Salem Recreation Advisory Committee looks forward to an exciting new year.

Respectfully submitted,

George Fredette
Chairman

RECYCLING COMMITTEE



*Standing: John Doyle, Suzanne Doucette, Brian Comeau, George Sealy;
Seated: Katherine Fredette, Lisa Perzechino; Missing: George Kassas,
Linda MacDonald, School Board Rep., David Tilton, Sr., Selectmen Rep.*

The Recycling Committee spent 1993 completing its assignment from the Board of Selectmen. We have the task of advising the Selectmen on the best way to comply with new regulations in the solid waste field. The Committee works in conjunction with Town staff and CMA, the Town's consultant.

The Committee investigated options for the Town. We determined there is no advantage in ending our current contract and establishing a new one with a firm outside of Massachusetts. There also is no advantage in constructing our own waste-to-energy plant. Our recommendation is to comply with Massachusetts' regulations, and to begin mandatory recycling in Salem.

We advised the Selectmen to consider curbside collection of trash and recyclables for all homes in Salem. We based our decision on giving residents the highest level of service for the best price. We learned that Salem is able to reduce the overall cost of trash removal by contracting for weekly curbside collection. We also realize that any increase on the tax rate is paid by both residential and commercial property owners, which reduces the cost of the residential taxpayer.

Bids have been received for the disposal of our recyclables. We also have bids for curbside collection, and for an expansion of the transfer station to allow recyclable drop-off for all residents. These bids offer two options for our handling of solid waste. The choice is between curbside pick-up, and expansion of the existing transfer station with delivery handling by each resident. The two options are less than \$20,000 apart in total tax expenditures. It is the decision of the Board of Selectmen to bring the two available options to the 1994 Town Meeting.

The Recycling Committee has completed its charge from the Selectmen. We express our gratitude to Barry Brenner, Suzanne Doucette, George Sealy and Craig Musselman for their assistance and patience with the Committee. I also express my sincere thanks to each member of the Committee. Their hard work and perseverance benefit every taxpayer in Salem.

The decision on this issue is now where it belongs, in the hands of the voters.

Respectfully submitted,

John Doyle
Chairman

SALEM TOWN MUSEUM



Salem's original Town Hall stands on the bank of the Spicket River and overlooks the cemetery in old Salem Center. Built about 1740, the oak-timbered building has been an important place in the life of Salem people for more than 250 years. In its lofty main room they worshipped and discussed Town business. There, also, judges held court and citizens met for social events.

Today the old Town Hall houses the Salem Historical Museum which contains two floors of clothing, furnishing, tools and equipment, pictures, books and other items used by Salem residents at home and at work during the last two centuries. Tours are given during regularly scheduled hours as well as by appointment. Salem's children are frequent visitors at the Museum, coming with their school classes and with Boy Scout and Girl Scout troops. Local organizations are invited to hold an occasional meeting in the downstairs meeting room.

The Salem Historical Society meets the second Tuesday of each month April - November in the Museum. About two dozen members gather to share historical information and memories and to hear interesting speakers. Guests are always welcome to attend the 7:30 p.m. meeting.

The Museum Committee, comprised of representatives from the Historic District Commission, the Historical Society, and the Selectmen, maintain and preserve the artifacts, arranges displays, and encourages visits by Townspeople and tourists. Currently, the Museum Committee is reorganizing the files on Salem organizations and individuals. Also, it plans to catalog the growing number of books, magazines, and other printed materials.

Anyone wishing to visit the museum or having questions, may contact Louise Ackerman 893-0740, Beverly Glynn 893-8882, or Carol McShane 893-0509. The Museum is open Mondays 2-5 p.m. April 1 - November 1.

Respectfully submitted,

Salem Museum Committee

TRUSTEES OF THE TRUST FUNDS



Harley Featherston, Terrence Gerlich, Thomas Eden

The Trustees of the Trust Funds are charged by State Statute with the task of managing and investing funds which have been given or left by will to the Town for various purposes. In Salem, these funds are held by the Trustees to care for cemetery plots, purchase library or educational materials, scholarships and spelling bees, support for the District Nurses Association, and support for the needy, to mention a few.

Day-to-day management of the Trust Funds is under the care of Charter Trust Company of Concord, New Hampshire. Charter Trust Company prepares management reports of income and balance statements for use by the Trustees.

This report is intended to be an understandable and comprehensive report on the Town's Trust Funds. If you should have suggestions or questions, please feel free to contact the Trustees at the Municipal Office Building.

Respectfully submitted,

Harley Featherston
Chairman

REPORT OF THE TRUSTEES OF TRUST FUNDS OF THE TOWN OF SALEM FOR 1993

Shares	Asset Description	BALANCE 01/01/93	ADDED	SOLD	GAIN OR (LOSS)	BALANCE 12/31/93	Market	INCOME FOR YEAR
81,979.89	FIDELITY US TREASURY INCOME PORTFOLIO	80,879.89	1,100.00			81,979.89	81,979.89	2,379.84
75,000.00	LYNDONVILLE SB	75,000.00				0.00		4,883.04
35,000	STUDENT LOAN MARKETING ASSN.	34,650.00		(75,000.00)		34,650.00	36,717.19	2,992.50
20,000	US TREASURY NOTE	21,448.13				21,448.13	21,906.25	1,900.00
35,000	FORD MOTOR CREDIT CORP NC	33,867.97				33,867.97	37,756.25	2,887.50
35,000	US TREASURY NOTE	37,471.82				37,471.82	39,823.44	3,106.26
40,000	UNION PACIFIC CORP	40,103.23				40,103.23	41,987.50	3,550.00
25,000	US TREASURY NOTE	27,817.86				27,817.86	28,156.25	1,968.76
25,000	FED FARM CR BKS MTN	25,110.26				25,110.26	25,313.20	506.58
15,000	GEN MOTORS ACC CORP	15,753.23				15,753.23	15,440.63	(58.33)
25,000	GEN MOTORS ACC CORP	30,024.14				30,024.14	29,140.63	561.46
15,000	PHILIP MORRIS	17,587.44				17,587.44	17,296.88	(457.50)
46,618.79	GMA POOL 7083	46,299.97				46,299.97	49,071.87	3,897.25
43,006.97	FED HOME LOAN MTG #182178	7,750.00	50,928.37			44,918.59	44,341.90	1,412.65
40,222.4	GMA POOL 34642	50,942.64				40,122.85	43,190.00	4,080.85
40,000.00	CANADIAN NAT RR	46,410.02				0.00	0.00	5,900.00
6,000	BROWNING FERRIS CV	6,036.00				6,036.00	6,030.00	38.54
35,000	XEROX CORP	41,851.60				41,851.60	36,750.00	4,637.50
227	ABBOTT LABORATORIES	6,707.49				6,707.49	6,724.88	0.00
444	ALBERTO CULVER CO CL A	9,744.48				9,744.48	9,324.00	52.26
92	AT&T FUND- EQUITY INCOME EXCHANGE SERIES	11,938.32				11,938.32	6,290.50	516.50
127	BAUSCH & LOMB INC	6,711.15				6,711.15	6,508.75	0.00
115	BECTON DICKINSON	8,825.68				8,825.68	0.00	151.80
125	BOEING CO	5,935.08				5,935.08	5,406.25	125.00
228	CAPITAL HOLDING CORP	7,816.27	896.52			8,712.79	8,464.50	170.09
125	CONSOLIDATED NATURAL GAS	5,028.27				5,028.27	0.00	60.00
82	GENERAL ELECTRIC CO	7,845.50				7,845.50	8,599.75	272.16
86	INTEL CORP	4,928.00				4,928.00	5,332.00	12.90
140	K-MART PERCS PFD	6,979.78				6,979.78	0.00	0.00
55	ELI LILLY	4,309.47				4,309.47	0.00	33.28
145	LIZ CLAIBORNE INC	5,897.99				5,897.99	0.00	47.12
118	MAY DEPT STORES CO	4,154.01				4,154.01	4,646.25	105.91
77	MELVILLE CORP	3,973.32				3,973.32	3,128.13	87.78
180	PEPSICO INC	6,678.00				6,678.00	7,357.50	28.80
68	ROYAL DUTCH PETROLEUM	5,199.55				5,199.55	0.00	154.67
290	SUPERVALU, INC.	8,277.92				8,277.92	0.00	240.70
325	WALLACE COMPUTER SERVICES	5,937.26				5,937.26	11,009.38	193.39
65	WARNER LAMBERT CO	4,516.11				4,516.11	4,387.50	148.20
270	ZURN INDUSTRIES INC	10,179.56				10,179.56	7,391.25	237.60
	BANKING ASSISTANCE FEES	0.00				0.00	0.00	(3,442.28)
	CASH	511.82				511.82	486.91	0.00
	RECEIVABLE FOR PELHAM ROAD	1,048.18				1,048.18	1,048.18	
** Grand Total **								43,382.78

REPORT OF THE TRUSTEES OF TRUST FUNDS OF THE TOWN OF SALEM FOR 1993

***** INCOME *****

TRUST NAME	PURPOSE	BEGINNING BALANCE	NEW FUNDS	PAID OUT	GAIR/ (LOSS)	ENDING BALANCE	BEGINNING INCOME	INCOME	PAID OUT	ENDING BALANCE	TOTAL
A & O HALL	FLOWERS	303.75			(2.28)	301.47	23.54	22.05	(23.54)	22.05	323.52
ACKERMAN MEM SCHOOL	SCHOLARSHIP	3525.11			(26.48)	3,498.63	272.18	256.61	(272.18)	256.61	3,755.24
ALBERT KELLY III	ANNUAL SCHOLARSHIP	3,860.73			(29.00)	3,831.73	930.97	345.23		1,276.20	5,107.93
ALICE R DUSTIN	FLOWERS	151.90			(1.14)	150.76	11.77	11.03	(11.77)	11.03	161.79
ANNA B TAYLOR	FLOWERS	303.79			(2.28)	301.51	23.52	22.05	(23.52)	22.05	323.56
ANNIE M STEVENS	FLOWERS FOR LOT	101.24			(0.76)	100.48	7.84	7.35	(7.84)	7.35	107.83
B HOWARD & E SMITH	FLOWERS	50.61			(0.38)	50.23	3.91	3.67	(3.91)	3.67	53.90
BAILEY, JOHN	BOOKS FOR LIBRARY	2,154.50			(16.18)	2,138.32	166.35	156.37	(166.35)	156.37	2,294.69
BICENTENNIAL SCHOLAR	SCHOLARSHIP	8,802.06			(66.12)	8,735.94	711.85	638.87	(681.97)	668.75	9,404.69
BLODGETT - CLARK	CENETARY LOT MAINT	2,024.97			(15.21)	2,009.76	156.36	146.97	(156.36)	146.97	2,156.73
C CROSS & W PRIEST	FLOWERS	151.90			(1.14)	150.76	11.77	11.03	(11.77)	11.03	161.79
CENETARY	PERPETUAL CARE	58,685.46	6,050.00		(468.22)	64,267.24	4,212.03	4,519.78	(4,212.03)	4,519.78	68,787.02
CENETARY	VARIOUS	1,721.09			(12.93)	1,708.16	133.23	124.92	(133.23)	124.92	1,833.08
CENETARY FUND	GENERAL MAINTENANCE	175,106.34			(1,315.42)	173,790.92	13,520.02	12,709.24	(13,520.02)	12,709.24	186,500.16
CHARLES A QUIMBY	FLOWERS FOR LOT	101.24			(0.76)	100.48	7.84	7.35	(7.84)	7.35	107.83
CHARLES MCLAUGHLIN	LOT CARE	1,012.65			(7.61)	1,005.04	78.38	73.50	(78.38)	73.50	1,078.54
CLARENCE J SYLVIAN	FLOWERS	101.23			(0.76)	100.47	7.81	7.35	(7.81)	7.35	107.82
CLARENCE CAMERON	FLOWERS	607.55			(4.56)	602.99	47.10	44.10	(47.10)	44.10	647.09
CLINTON L SILVER	FLOWERS	101.23			(0.76)	100.47	7.81	7.35	(7.81)	7.35	107.82
CLYDE R COOLIDGE	FLOWERS	202.49			(1.52)	200.97	15.68	14.70	(15.68)	14.70	215.67
COUNCIL OF FINE ARTS	BOOKS FOR LIBRARY	439.50			(3.30)	436.20	33.93	31.90	(33.93)	31.90	468.10
EDMUND H PETTINGILL	FLOWERS	202.49			(1.52)	200.97	15.68	14.70	(15.68)	14.70	215.67
ENOCH TAYLOR	HIGH SCHOOL SUPPORT	43,999.87			(330.52)	43,669.35	3,397.33	3,202.91	(3,397.33)	3,202.91	46,872.26
FRANKIE LINEHAN	ANNUAL SCHOLARSHIP	14,199.43	50.00		(106.69)	14,142.74	1,756.83	1,149.83		2,906.66	17,049.40
G BURKHARDT	FLOWERS	303.70			(2.28)	301.42	23.47	22.04	(23.47)	22.04	323.46
G P HENDERSON	FLOWERS	303.77			(2.28)	301.49	23.54	22.05	(23.54)	22.05	323.54
GERTRUDE SILVER	FLOWERS	202.49			(1.52)	200.97	15.68	14.70	(15.68)	14.70	215.67
HAROLD J ROLFE	FLOWERS	303.70			(2.28)	301.42	23.46	22.04	(23.46)	22.04	323.46
HOMARD SMITH	FLOWERS	303.69			(2.28)	301.41	23.45	22.04	(23.45)	22.04	323.45
J & T CONSOLI	FLOWERS	303.76			(2.28)	301.48	23.53	22.05	(23.53)	22.05	323.53
JOHN DIX	PUBLIC IMPROVEMENTS	19,445.62			(146.07)	19,299.55	1,501.44	1,411.37	(1,501.44)	1,411.37	20,710.92
JOHN MCVOY	CARE OF NEEDY	70,373.88			(328.64)	69,845.24	5,433.74	5,107.76	(5,433.74)	5,107.76	74,953.00
LANCASTER	LOT CARE	2,530.87			(19.01)	2,511.86	380.69	183.75	(203.63)	360.81	2,872.67
LANCASTER FUND	SELECTMAN'S DISC	100,767.70			(756.96)	100,010.74	8,656.31	7,562.71	(6,000.00)	10,219.02	110,229.76
LANCASTER SPELLING B	SPELLING BEE PRIZES	2,052.72			(15.42)	2,037.30	167.67	149.51	(167.67)	149.51	2,186.81
LAURA TAYLOR	FLOWERS	202.49			(1.52)	200.97	15.68	14.70	(15.68)	14.70	215.67
M JANIGAN	FLOWERS	303.80			(2.28)	301.52	23.55	22.05	(23.55)	22.05	323.57
MADELINE A LITTLE	SALEM ELEM SCH BOOKS	3,037.27			(22.82)	3,014.45	234.52	220.45	(234.52)	220.45	3,234.90
MARGARET GURNEY	FLOWERS	303.76			(2.28)	301.48	23.53	22.05	(23.53)	22.05	323.53

REPORT OF THE TRUSTEES OF TRUST FUNDS OF THE TOWN OF SALEM FOR 1993

***** PRINCIPAL ****											***** INCOME *****			
TRUST NAME	PURPOSE	BEGINNING BALANCE	NEW FUNDS	PAID OUT	GAIN/ (LOSS)	ENDING BALANCE	BEGINNING INCOME	INCOME	PAID OUT	ENDING BALANCE	TOTAL			
MARIO BUCHERI	MEM SITE CARE	253.08			(1.90)	251.18	19.54	18.37	(19.54)	18.37	259.55			
MCCLARY TEFLER FUND	UPKP OF SALEM CTR CEM	5,661.65			(42.53)	5,619.12	437.15	410.92	(437.15)	410.92	6,030.04			
ORDWAY	SCHOOL SUPPORT	755.95			(5.68)	750.27	58.37	54.87	(58.37)	54.87	805.14			
R NOYES	FLOWERS	303.77			(2.28)	301.49	23.53	22.05	(23.53)	22.05	323.54			
S L ROGERS	FLOWERS FOR LOT	50.61			(0.38)	50.23	3.91	3.67	(3.91)	3.67	53.90			
S L ROGERS	FLOWERS FOR LOT	50.61			(0.38)	50.23	3.91	3.67	(3.91)	3.67	53.90			
S & T ROBERTS	FLOWERS	202.49			(1.52)	200.97	15.68	14.70	(15.68)	14.70	215.67			
SALEM HISTORICAL COM	HISTORICAL DIST IMP	27,528.43			(206.79)	27,321.64	1,762.51	2,110.32		3,872.83	31,194.47			
SCHOOL PRIZE	SCHOLARSHIP MEDALS	565.10			(4.24)	560.86	364.99	67.01		432.00	992.86			
SERENA HALL	FLOWERS	303.75			(2.28)	301.47	23.54	22.05	(23.54)	22.05	323.52			
SIMPSON-MAXWELL	ASSIST NEEDY CHILDREN	5,120.89			(38.47)	5,082.42	395.39	397.43		792.82	5,875.24			
SIMPSON-MAXWELL	DISTRICT NURSES	24,114.36			(181.14)	23,933.22	1,861.92	1,865.63	(1,861.92)	1,865.63	25,798.85			
W WESTERDALE	FLOWERS	303.80			(2.28)	301.52	23.55	22.05	(23.55)	22.05	323.57			
WALTER E KIMBALL	FLOWERS	101.24			(0.76)	100.48	7.84	7.35	(7.84)	7.35	107.83			
WATTS, DONALD AND ED	FLOWERS	0.00	300.00		(1.51)	298.49	0.00	14.56		14.56	313.05			
SUB-TOTALS		583,966.08	6,400.00	0.00	(4,415.60)	585,950.48	47,125.82	43,382.78	(39,051.88)	51,456.72	637,407.20			
SALEM EXPENDABLE TRUST FUNDS:														
DEPOT IMPROVEMENT TRUST FUND		138,407.63	68,946.00	(25,997.35)		181,356.28	1,743.52	3,958.71		5,702.23	187,058.51			
PERFORMING ARTS		0.00	4,560.00	(4,500.00)		60.00	0.00	33.51		33.51	93.51			
SEIFERT AUDITORIUM		0.00	3,000.00			3,000.00	0.00	49.70		49.70	3,049.70			
STRATEGIC PLAN		0.00	3,543.85			3,543.85	0.00	39.55		39.55	3,583.40			
HISTORIC DISTRICT MAINTENANCE		5,548.17		(1,411.17)		4,137.00	73.64	138.26		211.90	4,348.90			
PELHAM ROAD		39,743.30	52,686.00			92,429.30	607.37	1,747.62		2,354.99	94,784.29			
COMMUNITY PLAYGROUND		89.35		(89.35)		0.00	68.55		(68.55)	0.00	0.00			
SUB-TOTAL		183,788.45	132,735.85	31,997.87	0.00	284,526.43	2,493.08	5,967.35	68.55	8,391.88	292,918.31			
GRAND TOTALS														
		767,754.53	139,135.85	31,997.87	(4,415.60)	870,476.91	49,618.90	49,350.13	39,120.43	59,848.60	930,325.51			

CAPITAL RESERVES REPORT OF THE TOWN OF SALEM FOR 1993

PURPOSE	BEGINNING BALANCE	ADDED	PAID OUT	INCOME	ENDING BALANCE*
SCHOOL DISTRICT RECONSTRUC	0.00	25,000.00		51.55	25,051.55
SALEM STREET	130,773.97			3,895.42	134,669.39
PELHAM ROAD IMPROVEMENT	17,161.42			457.88	17,619.30
ROAD IMPROVEMENT	147,830.18	611,500.00	(586,223.80)	7,920.11	181,026.49
TOTAL	295,765.57	636,500.00	(586,223.80)	12,324.96	358,366.73

*INVESTED IN FIDELITY US TREASURY INCOME PORTFOLIO

ZONING BOARD OF ADJUSTMENT



*Standing: Edward Huminick, Keith DeSantis, Gerald Forcier; Sitting:
John Doyle, Philip DeRosa, Edith Desrosiers; Missing:
Francis Champoux, William Loosigian, Kelley O'Neil, William Pry*

The Board of Adjustment consists of five regular members and five alternate members appointed by the Board of Selectmen. Regular members are Philip DeRosa, Chairperson, Francis Champoux, Edith DesRosiers, John Doyle and William Pry. The following serve as alternate members to the Board: Keith DeSantis, Gerald Forcier, Edward Huminick, William Loosigian and Kelly O'Neil.

Board of Adjustment meetings are held on the first Tuesday of each month. Should it become necessary, a second meeting is scheduled for the third Tuesday of the month. The meetings of the Board of Adjustment are shown on the local cable channel.

The Building Department, through the Board's Agent, provides staff support to the Board of Adjustment. Petitioners are provided with packet and required filing form to assist them in providing information necessary for the Board of Adjustment to make a fair and intelligent decision in making exceptions to the ordinance.

The Board hears appeals dealing with variances, special exceptions and administrative decisions. It can vary provisions of zoning. It cannot change zoning. Each case is considered separately and decisions are based on power granted to the Board by state permitting legislation. During 1993, 137 petitions were heard by the Board of Adjustment.

The purpose of the Board of Adjustment is to provide some flexibility in the zoning ordinance to ensure proper use and enjoyment of privately owned property in the Town of Salem and to protect rights of abutters. It is the duty of the Board to avoid charges of confiscation that could result from strict interpretation of the zoning ordinance.

Respectfully submitted,

Philip DeRosa
Chairperson

SALEM DISTRICT COURT

The Salem District Court processed a total of 6,128 cases in 1993. The Criminal caseload decreased significantly from last year due to motor vehicle violations being processed directly to the Safety Department (Motor Vehicle). In the area of Juvenile and Civil, there was a slight increase. There were 230 Domestic Violence Petitions filed this year.

DWI cases continue to show a decline over the previous years. There were 221 DWI arrests compared to 231 in 1992, 205 in 1991 and 324 in 1990. Again, it appears the timely manner in which the Court deals with the problem continues to be effective. Also, education of the citizens on the severity of the offense and consequences to person and family. There is a new law that has taken effect that lowers the alcoholic limit. Hopefully, this and continued education will continue to insure a decline in the DWI offenders.

The Juvenile caseload increased by ten percent over last year. Again, the increases were in the delinquency and sexual abuse cases. The Town's youth service officer continues to be an important role in resolving the cases that are brought before the Court. He continues to work with a large number of youths who are being deferred from Court participation.

A special thanks to the participating lawyers who organized and conducted the Lawyer in Every Classroom Program. The teachers and students become actively involved and look forward to this annual event.

The caseload may have decreased, but other projects have maintained the high level of work. We have become computerized which brings us into the 20th century. With computerization, we have become a test Court for a "paperless" warrant system. We now have the ability to electronically communicate with the State Police Records Division to activate or vacate warrants within minutes. Local police departments only have to run a State check to see if there is an active warrant on the individual they have stopped. As of September, we have begun to hear misdemeanor Jury Trials in Court Room II. We have all the ingredients - jury box, jury deliberation room, etc. The Court is also in line for a metal detector to improve the security for the personnel and citizens accessing services.

Respectfully submitted,

Robert D. Marshall
Justice

TOWN DEPARTMENTS

ASSESSING DEPARTMENT

SUMMARY INVENTORY

	<u>1992</u>	<u>1993</u>
Land	219,219,480	220,734,820
Buildings	529,711,070	534,529,020
Utilities	7,862,790	7,850,400
TOTAL GROSS VALUATION	756,793,340	763,114,240
Elderly Exemptions	4,383,400	4,410,000
Blind Exemptions	150,000	180,000
TOTAL NET VALUATION	752,259,940	758,524,240
TOTAL BEFORE VETERANS EXEMPTIONS	30,316,075	32,866,855
Less Veterans Exemption	205,600	200,500
NET PROPERTY COMMITMENT	30,110,475	32,666,355
Tax Rate	40.30	43.33
TOTAL CURRENT USE ACREAGE	2,486.71	2,324.27
TOTAL FULL VALUE	6,062,420	5,667,040
ASSESSMENT UNDER CURRENT USE	168,810	145,400
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,893,610	5,521,640

Respectfully Submitted,

Normand Pelletier, CNHA
Chief Assessor

BUILDING DEPARTMENT

RECORD OF PERMITS ISSUED FOR SINGLE FAMILY DWELLINGS:

1970 - 151	1980 - 72	1990 - 65
1971 - 149	1981 - 37	1991 - 42
1972 - 116	1982 - 44	1992 - 62
1973 - 95	1983 - 151	1993 - 170
1974 - 76	1984 - 144	
1975 - 100	1985 - 154	
1976 - 122	1986 - 130	
1977 - 136	1987 - 134	
1978 - 121	1988 - 82	
1979 - 102	1989 - 50	

A review of building permits issued for single family dwellings since 1970 indicates that 1993 was the year when the greatest number of permits were issued for single family dwellings in Salem.

Between 1970 and 1979, we issued 1,168 permits for single family dwellings. The years 1983, 1984, 1985, 1986 and 1987 were near record breaking years for single family dwellings. But it was 1993 that broke the record with 170 building permits issued for single family dwellings.

Several new residential areas were developed:

SALEM MEADOW GLEN, off Bridge Street, 38 building permits issued which included single family houses on Adam, Becky, Elmwood, Kayla and Melissa streets;

BRIARWOOD DRIVE SUBDIVISION, off Zion Hill Road, 13 building permits issued for single family dwellings;

DELANEY WAY SUBDIVISION, off Bluff Street, 11 building permits for single family dwellings;

PINE RIDGE ESTATES, off Bluff Street, 11 building permits for single family dwellings on Diana Drive;

GORDON MEADOWS, off Route 111, 12 building permits for single family dwellings on Elizabeth Lane and 2 permits for Gordon Avenue;

TAYLOR WOODS, off Butler Street, 19 building permits for single family homes on Fraser Drive;

WOODED KNOLL SUBDIVISION, off East Broadway, 7 building permits for single family dwellings on Jamil Lane;

SHANNON FARMS SUBDIVISION, 8 building permits for single family dwellings on Old Farm Road, 1 on Fox Run Lane and one on Wildflower Lane;

Additionally, permits for new homes were issued for Bounty Court, Brady Avenue, Christine Lane, Cooper Beech Road, Corinthian Drive, Cove Road, Dawn Street, Emerald Drive, Equestrian Road, Haverhill Road, Hunters Run, Independence Drive, Ivan Gile Road, Lake Street, Lazarus Way, McKinstry Circle, Meadow Lane, Millville Circle, North Main Street, Primrose Lane, Riversedge Drive, Scott Terrace, Shore Drive, Silverthorne Drive, Theresa Avenue, Ticklefancy Lane, Tudor Drive, Woodmeadow Drive and Zion Hill Road.

During 1993, the Building Department issued a total of 2,517 building, electrical and plumbing permits having an estimated construction cost of \$41,567,893 and revenue of \$212,431 in permit fees.

Major commercial projects include: Jordan Marsh, the fourth anchor store at the Mall at Rockingham Park; area occupied at Rockingham Mall by the Christmas Tree Shop and two office/warehouse/manufacturing buildings on Northwestern Drive.

The Building Department operates under Chief Building Official, Samuel Zannini, whose duties include those of Plumbing Inspector. Rosemarie Hartnett is the Building Department Office Manager and Agent to the Board of Adjustment. We are proud to announce that Warren Winter was hired as Building Inspector. He had been working in the Building Department on a temporary basis and became a permanent employee in June of 1993 replacing Kenneth Diodati who passed away in 1992. Warren has received a warm welcome from all those we have worked with him including his co-workers, the contractors, developers and the citizens of the community. With the resignation of S. E. "Butch" Kealey, the Town hired William O'Brien as Interim Electrical Inspector.

We, in the Building Department, are dedicated to enforcing all provisions of the building codes in the interest of public health, safety and general welfare as well as enforcing the Zoning Regulations which ensures orderly development within the Town of Salem. We celebrate the banner year of 1993 and will continue to work for and with the people who make up the Salem community.

Respectfully submitted,

Samuel Zannini, Chief Building Official

Rosemarie Hartnett, Office Manager/Agent, Board of Adjustment

Warren Winter, Building Official

DATA PROCESSING DEPARTMENT

Salem's Data Processing Department is charged with providing Data Processing services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department and the Senior Center. These services include the procurement of computer hardware and software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support to our computer users.

At the center of our computer operation is an IBM AS/400 computer system purchased in 1992. This system has over eighty workstations and printers attached to it. Supplementing that system are approximately forty five personal computers scattered throughout the five supported locations in town. Some of those personal computers double as AS/400 workstations. Our operation runs twenty four hours a day every day of the year.

There are many projects we initiated and/or completed in 1993. Following is a brief description of the major projects.

- (1) We are now computer printing the certified mail "green cards" directly during the pre-tax-lien notification process. The green cards were previously prepared by hand with computer printed address labels. This resulted in direct labor savings.
- (2) We helped to establish new relationships with tax collection agencies to aid in the collection of escrowed tax money. Escrowed tax money can now be paid to the Town of Salem, via the collection agencies, on magnetic tape. Previously, each transaction of this kind had to be entered into the computer one at a time.
- (3) Three permits that were not previously automated are now being entered into the computer system. They are Dredge & Fill Permits, Water Service Permits and Street Opening Permits.
- (4) The senior citizen data base has been converted to include Zip Code + 4 and Carrier Route coding. This coding allows the town to recognize a considerable savings when doing mass mailings to senior citizens.
- (5) The resident tax data base has been converted to include Zip Code + 4 coding. Cost savings will be recognized every time resident tax bills and resident tax delinquent notices are mailed.
- (6) A payroll deduction for U.S. Savings Bonds was added to the payroll system as a 'no cost' employee benefit.
- (7) We reorganized the central computer system backup procedures to further minimize computer down time.
- (8) We automated the senior citizen "Vial of Life" program. This program provides senior citizens with vital medical information in paper form that they can store in a number of critical locations. This information is then available to medical personnel in case of an emergency.
- (9) The automation of the vehicle Red Book has been completed. When a vehicle is registered the clerk no longer has to look up information in the Red Book to complete the transaction. The Red Book information is now stored and kept up to date in electronic form on the central computer system.
- (10) The Data Processing staff is now connected to the central computer system and the computer users through pagers. When an event occurs on the computer that needs to be brought to the attention of the Data Processing staff we are automatically notified by a message sent to our pagers. Likewise, if our computer users need to reach us at any time they can through the use of the pagers.
- (11) A security monitoring system was put into place on the central computer system to log all minor and major computer security violation attempts.
- (12) A complete application is currently under development for the Human Services Department to automate their 'Client Services' record keeping. This application will replace what is presently a manual operation.
- (13) A major addition to the payroll application is now under development to automate the payroll data gathering process at the Police Department. Police payroll data comes from many sources and needs to be accumulated and manipulated to prepare it for the Payroll Department each week. This process will go from manual to automated with this software addition.
- (14) A computer connection from the Senior Center on Lawrence Road to the central computer system at the Town Hall has been established. This gives the three departments at the Senior Center access to data bases and applications on the central computer system.

The goal of the Data Processing Department is to provide the best computer services possible, with the resources available, to Town Employees. In that regard, I want to sincerely thank my partner, Karen Landry, for doing her part towards the achievement of that goal.

Respectfully submitted,

John A. Bernard
Data Processing Manager

ENGINEERING DEPARTMENT

"Providing essential professional municipal engineering services to the Town of Salem"

There are five major functional areas of municipal engineering and contract administration, these are:

The Planning and Design Process which provides for confidence that the intended objective (whether it be roadway reconstruction or updating a sewer pumping station) will be achieved within the anticipated cost.

Provide Construction Management to facilitate and control the execution of a contract so that the intended work will be accomplished within established time frames and budget. Inspection is a central element of construction management and together with other elements requires care, integrity, tact and expertise. The best interests of all parties are served if no contract violations occur.

Surveys, Maps, and Record Keeping to provide controls for planning, design, maintenance, and other engineering tasks performed by public and private parties, and for general information.

Engineering Oversight of Private Activity in the areas of land development and infrastructure improvement or expansion. The department's first duty is to maintain a reasonable, balanced, and sound professional position regardless of special interest demands and pressures.

Retention and Oversight of Consultants to obtain engineering services not immediately available from municipal staff due to work loads, or need for a particular expertise, and to insure that the Consultant performs within agreed upon time-frames.

Project highlights this past year include the completion of the **Water Treatment Plant Design** (together with contract drawings and construction specifications). Our intent is to have bids "in hand" prior to the 1994 Annual Town Meeting; Major road reconstruction was performed on Pelham Road, Main Street, First Street, Second Street, Third Street, Fourth Street, Evergreen Road, Sandy Beach Road, Joseph Road, Catherine Road, Therese Road, Helen Road, and an overlay of North Broadway from the Depot to Old Rockingham Road.

Additionally this office performed 90 site/subdivision reviews; 164 new septic system inspections and plan reviews; responded to over 4000 telephone messages; interfaced with more than 2000 visitors to our offices, and issued 415 various permits.

My sincere thanks to our "engineering team": Jim Brown, Joe Chamberlain, and Andrea McPherson.

Respectfully submitted,

Edward J. Blaine, Jr., P.E.
Director of Engineering

FINANCE DEPARTMENT

The negotiated settlements reached between the Town and its collective bargaining units in 1993 called for the Town to adopt the provisions of Section 125 of the Internal Revenue Code.

Section 125 provides covered employees with a method of paying for health and dental insurance premiums with pre-tax dollars. The employees have been able to reduce their out-of-pocket expenses as a result of savings in federal income tax and FICA tax. This benefit for the Town's employees has been accomplished at no cost to the taxpayers.

A policy and procedures manual for Utility billing was completed in 1993. This document provides a consolidated source for the billing, collection and maintenance of the water and sewer accounts. This will be used as an instructional tool during the training of new employees, as well as, a performance measurement for existing employees.

A new structure for water and sewer rates was proposed to the Board of Selectmen during 1993 for implementation in January 1994. The new rate structures are intended to provide equitable charges to all customers which properly reflect the cost of providing the utility service. All metered customers will be assessed a utility availability charge to cover the costs of meter reading, billing and account maintenance. In addition, the actual consumption registered on the meter will be billed at the prevailing user rate. There will no longer be any minimum consumptions.

Respectfully submitted,

Frances A. Bernard
Finance Director

FIRE DEPARTMENT

1993 can be characterized as a benchmark year for your Salem Fire Rescue Department. From an organizational prospective, new leadership was introduced, the department re-organized, and an aggressive plan to re-define our mission and future direction was instituted.

It's no secret, the lack of a permanent chief, an ongoing training program, a clear direction and common goals brought on complacency. This complacency was quite evident, internal police investigations, personnel suspensions, a lack of decorum.

The good news, discipline and order have been restored, a shared mission has been defined, we have a clear direction, and our personnel are committed to total customer satisfaction. More good news, our organization is poised and has embraced the concept of "continuous improvement." High Standards, high expectations, clearly defined performance objectives have been set, and our people have been empowered, to achieve, to succeed, to contribute, to elevate Salem Fire to your number one public service agency. Our people are committed to making that happen.

Future Challenges

Fire Prevention, Fire Suppression, Emergency Medical, and Disaster Management service demands are increasing. Salem is a growth environment, more residential buildings are being constructed, commerce is vibrant, industry expanding and our population is aging. Proactive management of this growth is essential to controlling service costs. In 1994, we'll propose the most cost effective strategies for managing service demand, we'll propose higher levels of emergency medical services for our aging population, and we'll maximize the use of our resources.

Our people, our organization is committed to providing you with Fast, Clean, Friendly, Professional Fire Prevention, Fire Suppression, Emergency Medical and Disaster Management Services, protecting and preserving your life, your property, your environment, at a reasonable cost. When you call 911, we hope that you'll recognize your Salem Fire Department as a very well managed, well run, efficient, effective, superior service. We hope that you'll recognize the commitment our people have to providing you with quality service. We hope that you'll recognize that our people are highly trained, well equipped, professionals that deserve your trust, your respect, your continuing support.

Below is a statistical breakdown of our activities for 1993 and one final thought. Service demand is growing. We are working hard at controlling cost. If you could call any organization, public or private, to manage your emergency, who would you call? As your Fire Chief, I would hope that you would say, with authority, Salem Fire Rescue. If that's not the case, tell me why, call me.

Respectfully Submitted,

John R. Nadeau
Fire Chief

EMERGENCY RESPONSE SUMMARY

FIRE

Structure Fires	48
Vehicle Fires	54
Woods/grass Fires	85
Other Fire Emergencies	249
Service Calls	132
MVA/extrication/medical aid	487
Fire Alarm Activations	443
Malicious False Alarms	18
Mutual Aid	32
Hazardous Materials	77

TOTAL 1,625

EMS

Ambulance 1 (Central)	1,283
Ambulance 2 (North)	309
Ambulance 3 (South)	439

TOTAL 2,031

TOTAL INCIDENTS 3,656

PERMIT SUMMARY

PERMIT TYPE	NUMBER ISSUED
Other	15
Assembly	66
Auto Extinguishing System	10
Blasting	6
Explosives Storage	2
Fire Alarm	52
Fireworks	2
Flam/Comb. Liquids Installation	14
LPG Installation	59
Oil Burner	186
Sprinkler	63
Underground Tank Removal	32
Wood Stove	54
	<hr/>
TOTAL	561

INSPECTION TYPE	INSPECTIONS	TOTALS
Cert. of Occupancy - Residential		168
Cert. of Occupancy - Commercial		67
Oil Burner		175
Wood Stove		51
Fire Alarms		55
Sprinkler		68
Auto. Extinguishing System		10
LPG Installation		43
Flammable Liquid Installation		30
Construction		21
Compliance		420
Site Plan		33
Building Plan		63
Fire Alarm Plan		20
Sprinkler Plan		43
Auto. Extinguishing System Plan		11
Fire Investigation		36
Complaint		75
Consultation		66
Haz-Mat		3
Public Education		87
Smoke Exhaust System		1
Routine Assembly		67
Routine Educational		14
Routine Health Care		3
Routine Apartment		4
Routine 1 & 2 Family		9
Routine Mercantile		89
Routine Business		52
Routine Industrial		16
Routine Unusual		2
		<hr/>
TOTAL		1,802

SOUTHEASTERN NEW HAMPSHIRE

HAZARDOUS MATERIALS MUTUAL AID DISTRICT

The Southeastern New Hampshire Hazardous Materials Mutual Aid District was formally established in October of 1992. The original District included the towns of Londonderry, Derry, Windham, East Derry, Pelham, Hudson, Chester, Atkinson, Salem, and Hampstead. Since the formation of the District, the town of Litchfield has been accepted as a member.

The purpose of the District is to prepare our communities, on a regional basis, for a response to hazardous materials incidents, both with training and equipment. The cost for a single community to fund a separate hazardous materials response program is prohibitive. If you will remember, the gasoline tanker incident in Londonderry on Route 93 in January of 1991 strained the resources of the entire area, and highlighted the need for a regional approach to hazardous materials incidents. Member communities also realized the liability exposure they each faced if they used a piecemeal approach for dealing with hazardous materials.

The District management organization consists of a Board of Directors; members of which are Selectmen, Councilmen, or Administrators from each community; and an Operations Committee, members of which are chief officers from each community. Selectman Berry represents Salem on the Board of Directors.

Each member community contributes \$3,500 per year to the District to fund training and equipment purchases. During the 1993-94 fiscal year, two trailers are being purchased, which will be strategically located, stocked with petroleum spill equipment and will be able to respond anywhere within the District. The District has also acquired a rescue truck from a member community, and this will also be stocked with spill control equipment. Air monitoring equipment, and the training for the equipment, will also be provided to member communities this fiscal year. In addition, the District has substantially completed the minimum training mandated by federal law for emergency responders to hazardous materials incidents. It is the policy of the District to develop a deliberate, thorough, approach to the hazardous materials problem. Meeting all federally mandated training levels, and providing our firefighters with the proper equipment to do the job.

Since hazardous materials incidents are typically the most costly ones which we respond to, a cornerstone of our policy is the most effective method of recovering the costs which local communities incur as a result of our responses to hazardous materials incidents. If you remember, each member community passed a hazardous materials ordinance, the purpose of which is to aid in recovering taxpayers money spent in controlling an incident.

The District has been accepted as a regional Local Emergency Planning Committee, (L.E.P.C.) which is required to be in place in each community by Federal Superfund law. This aids those communities that do not have their own L.E.P.C. The District has applied for and received a federal planning grant. It is our intention to apply for all available federal and state aid to offset the cost to the local taxpayer. The District is also developing policies and procedures to standardize how our fire departments respond to hazardous materials incidents.

A great deal of planning, training, and equipment purchasing has been accomplished, and a lot still needs to be done; but we are well on our way to meeting our original goal, that is, the most cost effective manner of responding to hazardous materials incidents.

Respectfully submitted,

For the Operations Committee
Chief Alan J. Sypek
Londonderry Fire Department
Chairman, Operations Committee

For the Board of Directors
Mr. Patrick Wallace
Selectman, Town of Windham
Chairman, Board of Directors

HEALTH DEPARTMENT

As many are aware, the Health Officer is a regulatory position with specific public duties mandated in NH RSA 128. From an inspection and regulatory perspective, the Department's statistics have remained remarkably stable during the first half of 1993 and seen considerable activity and forthcoming plans for the end of 1993 and the new year.

At year's end there were:

168 Food Service Establishments licensed and biannually inspected.

(Several other establishments in the planning stages;)

- 9 - Salvage yards;
- 4 - Massage Therapy Establishments;
- 7 - Licensed Massage Practitioners;
- 5 - Tattoo Establishments;
- 11 - Tattooists;
- 7 - Septic Haulers;
- 40 - Day Care Facilities

There are over 500 regular inspections done annually in addition to interim plan review inspections and investigations regarding other public health issues such as failed septic systems, public health nuisances and environmental issues.

Of particular public health significance this year has been the summer lake testing program which resulted in the remediation of several problems on Shadow Lake. When beaches were closed on Arlington Pond due to high *Escherichia coli* bacteria and confirmed cases of Schistosomes were documented, both due to duck excrement, lake shore dwellers were again reminded not to feed the ducks.

As most everyone is aware, the most significant public health issue in Salem this year has been the Mid-Atlantic Rabies Epidemic. The epidemic had not been expected to reach Southern New Hampshire until late 1993 however, on March 22, 1993, Salem documented its first rabies positive raccoon. By April, it was apparent that we had a serious problem on our hands and that a protocol would be necessary.

Through a tremendously supportive inter-departmental team effort ranging from Animal Control, Police and Fire, as well as Nancy Johnson, President of the Salem Animal Rescue League and Dr. James Rausch, DVM, of Salem Animal Hospital, the Town Manager, and the Health Officer acting as Rabies Control Officer; a very dangerous situation is being addressed, monitored and followed-up thereby thus far averting the deadly rabies virus in humans and in most domestic animals. At this time, special thanks are extended to Nancy Johnson for her tireless efforts and help provided and Dr. Rausch for his assistance, involvement, and expertise during the past year.

It is the responsibility of the Rabies Control Officer to follow up on positive cases from notification and epidemiological issues to the 90 day strict confinement periods for exposed animals. The protocol that was established and that is currently being followed and used in many other municipalities, addresses all these areas and could not be completed without the work and follow-up inspections done by Paul Weed and Kelly Demers of the Animal Control Department.

To date, we have had eleven confirmed rabies positive cases with many more presumed positive animals according to standards set by the State of New Hampshire Department of Public Health Services. The positive cases have included 8 raccoons, 1 cat and 2 skunks. There were at least ten cases where human rabies vaccine treatment was necessary following exposure.

No one is certain where this epidemic will go in 1994. It is expected to last in an area for 1-3 years as it has in Connecticut, New Jersey, Maryland, and Massachusetts. The protocol in place will continue to be followed, and it is hoped that Salem does not have to face any more serious problems with the epidemic than we have to date.

Following a nine month application process, a Radiological Materials License meeting U.S. Nuclear Regulatory Commission and State Radiological Health Standards was granted to the Health Officer in November that will allow the use of the Warrington XRF Lead Detector available through the NH Department of Public Health Services.

New tattoo and body piercing regulations will be in effect April 1, 1994 that will more comprehensively regulate new procedures with public health implications making their way into Salem.

The prospects for 1994 look toward a busy year and as always, public input and comments are welcome.

Respectfully submitted,

Suzanne B. Doucette
Health Officer

HUMAN SERVICES DEPARTMENT

Salem's Town Welfare Department provides temporary assistance for food, heat and utilities, shelter and other necessities to residents who have no other resources to get them through difficult times or crises. The economic recession with high unemployment rates continued in 1993 to affect the number of households and the amount of assistance the Town Welfare Office provided. The Town assisted 297 households. The total cost for General Assistance in 1993 was \$147,000. The majority of these funds are used to prevent evictions and provide for housing emergencies. The Town Welfare Office collected \$66,083 in welfare reimbursements in 1993. The Welfare Office also received over \$9,250 in value from the Town Welfare Work Program for over 1420 hours of work provided. The Work Program is a program where welfare recipients are put to work in various Town Departments to repay the Town.

The Town Welfare Office supported a Child Abuse & Neglect Prevention program for families with troubles. The Town Welfare Office also continued to monitor the efforts of nine Outside Human Service Agencies that received Town funding.

We want to thank the contributors and volunteers of the Salem Christmas Fund for the great job they have done in helping Salem's low income families with turkeys, food baskets, and gifts. We also want to thank the groups who adopted low income families for Christmas gift giving. These groups that did a wonderful job are Daddy's Junky Music Store, Video Lab in Salem, the Salem Junior Women's Club and Home Depot. The Salem Kiwanis Club was very generous in providing Thanksgiving turkeys and food baskets to Salem's needy families.

Respectfully submitted,

Bob Loranger, Welfare Administrator
Maureen Sullivan, Administrative Secretary

TOWN FUNDED HUMAN SERVICES

The Salem Visiting Nurses Association (SVNA).

The Salem Nurses received \$45,800 in Town funding in 1993. SVNA is a certified home health agency with a twenty-seven year history of providing home health services to residents of Salem. Their mission is to promote the well-being of townspeople through the provision of skilled home visits, education, and community health clinics. The SVNA is located at 12 Stiles Road, Suite 105. In fiscal year 1993, SVNA experienced a 9% growth in total home visits by providing: 3,183 skilled nursing visits; 656 physical therapy visits; 10,006 hours of Home Health Aide visits, etc. Town support paid for visits that otherwise would not have been made: 117 Home Health Aide visits, and 1058 people seen at the office for free services including blood pressure, flu shot clinics and health promotions, etc. SVNA has a free childhood immunization clinic and has started a new Well Child Clinic, providing free health care. The clinic is located at Main Street Medical, 141 Main St., and is held every other month. Other services provided by the Agency include free blood pressure readings, tuberculosis screening, adult immunizations and information and referral. To find out more about SVNA or the Well Child Clinic call 898-4737.

Greater Salem Caregivers (GSC).

The Greater Salem Caregivers received \$10,000 in Town funding in 1993. GSC provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs". Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. GSC served 214 Salem residents last year with 3,000 units of service, primarily for transportation to medical appointments.

A Safe Place/Women's Resource Center.

These two agencies together received \$2,000 of Town funding in 1993. They provided direct services to battered women and their children including emergency shelter from abuse, a 24 hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and lives free from violence. Last year 34 Salem residents received these services.

Retired Senior Volunteer Program (RSVP).

RSVP received a \$3,000 Town allocation in 1993. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1993 Salem's RSVP volunteers contributed over 20,000 hours to 24 non-profit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, Greater Salem Caregivers, etc.

The Rockingham Visiting Nurse Association/Homemaker Services.

The Rockingham VNA received \$16,000 in Town funding in 1993 to provide Homemaker Services. These services meet needs related to problems of chronic or temporary illness, problems of aging, handicapped conditions, and family stress. Homemaker Services are tailored to the individual clients to assure the most needed task for their household are accomplished. Approximately 2,934 Homemaker visits were made to Salem residents in 1993. The Rockingham VNA has also provided acute care nursing services and special elderly health services to Salem residents.

The Rockingham VNA also received \$4,000 in Town funding in 1993 for Hospice Services. Hospice Services are a family centered system of care devised to provide support and practical assistance for those living with terminal illness. Attention is directed at the needs of the family as well as those of the patient. The majority of the services are provided by Hospice volunteers, men and women extensively trained in the care and support of the terminally ill. Over 40 clients were assisted by the Hospice program in Salem last year.

Big Brothers/Big Sisters Program.

The Big Brothers/Big Sisters received \$12,570 in Town funding in 1993. Over the previous seven years, the Town Welfare Office has provided support and part-time staffing for the Big Brother/Big Sisters program. Last year Big Brothers/Big Sisters opened their own office in Salem. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1993 there were 35 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

Rockingham County Community Action Program (RCCAP).

RCCAP received \$16,190 in 1993 an increase of over \$2,000 over the previous year of Town funding. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty, providing them with the tools to lift themselves out of poverty and seeking to eradicate the root causes of poverty. RCCAP has an outreach office in Salem and has provided over \$146,000 worth of fuel assistance to 333 Salem residents in the 1993 program year. It has also provided Salem residents with weatherization services, family day care services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and handicapped, etc. The total value of services to Salem residents was over \$624,936 this last year.

Counseling Services (Center for Life Management).

The Center received \$26,000 of Town funding in 1993. The Center provides psychiatrists, psychologists and other specialists who work with adults, youth, couples, families and elderly offering confidential counseling for clients with long term emotional difficulties. It has an eight bed residence for adolescent girls separated from their families because of personal family problems. The Center has a community education program and works closely with schools, courts, police and other health and human service providers. The Town allocation provides sliding fee services to low income residents of Salem. In 1993 the Center provided approximately 803 hours of sliding fee services to Salem's low income residents.

PERSONNEL DEPARTMENT

The Personnel Department's mission is to provide quality Human Resource Services to the Town, its employees and its residents. We are responsible for attracting qualified candidates to Town vacancies, selecting the candidates who most closely match the Town's needs and then retaining those employees once they are hired. Our aim is to continually improve the Department. By doing so, we can improve the efficiency and cost - effectiveness of our operation.

We improved the way we attract and select candidates for positions with the Town by updating and revamping the Town's Employment Application Form; bringing it up to date and into compliance with Federal and State employment laws.

We implemented a more structured interviewing process to enable us to better judge a candidate's qualifications. Although no new positions were added in 1993, we recruited for a number of Town positions that became vacant through resignations or retirements. Most notably among them were the Fire Chief and the Town Prosecutor.

Improvements in the Town's ability to retain qualified employees once they are hired included the introduction of an employee newsletter which provides employees information on health and safety as well as department news. We also coordinated the implementation of a Townwide Safety Committee who's mission is to investigate work-related accidents in an effort to prevent similar accidents from occurring in the future. Also, we are currently awaiting the results of a pay and classification study of the Town's clerical positions. But most significant, was the settlement and Town Meeting approval of contracts with all of our employee unions.

By undertaking projects such as those described above the Personnel Department helps all of the other Town departments increase their effectiveness and responsiveness to the needs of the residents and taxpayers of Salem.

Finally on behalf of Personnel Assistant Anne Priestley and myself, I would like to express our sincere appreciation to Pat Kimball who graciously and generously volunteers her time to assist the Personnel Department meet its mission of providing quality Human Resource services to the Town.

Respectfully submitted,

John C. Nestor
Personnel Director

PLANNING DEPARTMENT

The Planning Department consists of Planning Director Ross Moldoff and Administrative Secretary, Lydia Esmel. The Assistant Planner's position has been vacant since May, 1990 due to budgetary constraints. Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, investigating complaints, reviewing plans and proposals, inspecting sites, working with other staff, and arranging Planning Board meetings. In 1993, the Planning Board met over 32 times and reviewed about 50 new plans. Major projects included a 12 lot subdivision off Bluff Street, a Wal-Mart store on North Broadway, an office building on Northeastern Boulevard, an industrial building on Northwestern Drive, and several new or expanded commercial buildings. We also provided staff support to the Conservation Commission - arranging meetings, reviewing plans and assisting applicants - and clerical service to the Health Officer.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, coordinating the Capital Improvement Plan, and working on a variety of miscellaneous planning projects. Our major accomplishment in this area was helping the Planning Board prepare the Capital Improvements Program, which was adopted by the Planning Board in December. Other planning activities in 1993 included:

- Completing a feasibility study funded by a Federal Grant to help relocate residents of Salem Willows Mobile Home Park.
- Overseeing completion of a comprehensive study of traffic problems in Salem Depot.
- Coordinating the Michelle Park wetlands mitigation project.
- Helping the Conservation Commission acquire a conservation easement along Veterans Memorial Parkway.
- Working with the State on a proposal to improve directional signage along major road corridors.
- Preparing an inventory of small Town-owned parcels for potential sale.
- Studying re-use options for the former wastewater treatment plant.
- Working with Eagle Scout Jason Reynolds on a brochure about historic buildings on Main Street.
- Preparing landscaping guidelines for commercial developments.
- Working with the Rockingham Planning Commission on transportation issues.
- Co-Sponsoring the Garden Club's commercial landscaping awards.
- Drafting several zoning amendments to strengthen our regulations.

Another subject we focused on in 1993 was economic development. We worked with the Greater Salem Chamber of Commerce to create a new non-profit economic development corporation, prepared a promotional brochure to highlight the Town to potential businesses, and developed a computerized inventory of available industrial properties.

We thank everyone who worked with us in 1993 and we look forward to a productive year ahead.

Respectfully submitted,

Ross A. Moldoff
Planning Director

POLICE DEPARTMENT

The Town of Salem continued to experience strong growth in 1993. New commercial development, 176 new residential homes and the addition of 18 new streets were added to the Department's responsibility to provide professional police service. This growth is continuing. The new Mall at Rockingham Park will open its 4th anchor store in April of 1994. The new Jordan Marsh store is reported to be one of their largest and will attract many new shoppers to our community. Wal-Mart will begin construction of their new store this spring and more commercial development plans are before the Planning Board or will be presented in the near future. With the addition of more than \$100,000,000 in assessed property to the Town of Salem, this Department has not grown in size to meet the new demands.

The future of Salem and the quality of life in Salem will depend heavily on the Police Department's ability to provide adequate police service. In order to address these new challenges, the Department will need the support of this community.

The Salem Police Department saw many of its goals accomplished in 1993. We are extremely proud to have implemented the D.A.R.E. (Drug Awareness Resistance Education) Program at the sixth grade level in Salem's schools. This accomplishment has been a goal of the Department for the past few years in the belief that education is the answer to reducing the use of alcohol and drugs among our youth. With the aid of State funding, this valuable program will teach our youngsters the adverse affects of alcohol and drugs. Officer George Winchell has been appointed as the D.A.R.E. Officer and will graduate his first class in February of this year.

In our continued effort to provide maximum police exposure in an efficient manner, we have sought State and Federal funding for the implementation of various law enforcement programs as outlined below:

1. Motor Vehicle Road Checks. The focus of this structured program will allow the inspection of 600 - 700 motor vehicles by a group of officers in a limited timeframe with the purpose of apprehending the flagrant violator.
2. Impaired Driving Patrols during the 1993 Holiday Season. These patrols were conducted from 7:00 p.m. to 3:00 a.m. from Thanksgiving Day through New Year's Day and consisted of officers assigned specifically for the apprehension of impaired drivers.
3. Auto Safety Fair. This will be an information day open to the public with numerous displays and activities highlighting such areas as: Impaired Driving; Occupant Protection, Vehicle Security, Defensive Driving, Motorcycle Safety, Bicycle Safety and Pedestrian Safety.
4. Speed Enforcement During the Summer Months. To address the numerous speed complaints from parents whose neighborhoods are being used as commuter cut-throughs to reach major highways. This is a serious problem during the summer when children are playing outside all day long. Dedicated radar patrols are needed to best address this problem.

1993 POLICE DEPARTMENT STATISTICS

CLASS I OFFENSES:

Homicide/Manslaughter:	2
Rape:	5
Robbery:	30
Assault:	225
Burglary:	144
Larceny:	1,030
Stolen Motor Vehicles:	329
Arson:	5

TOTAL CLASS I OFFENSES:	<hr/> 1,770
-------------------------	-------------

DWI ARRESTS	67
VANDALISM	431
PATROL MILEAGE	444,477
CALLS FOR SERVICE	55,390
ACCIDENTS REPORTED	1,415
FATALITIES	0
ARRESTS	11,806
MV SUMMONSES/WARNINGS ISSUED	11,565

COMMENTARY:

In 1993, society was shocked into the realization that violent crime is on the rise and anyone can be its victim. New Hampshire had been somewhat isolated from the types of violent crime witnessed across our nation. That is no longer the case. The senseless shooting of three Newbury Town Office employees, the shooting of a U.N.H. faculty member in Portsmouth as he was driving his automobile and the reports of increased violence in our schools are just some examples of a change in the pattern of violence in New Hampshire.

Demands on law enforcement will increase in our school systems across the nation. We are seeing it in school systems in New Hampshire. If this current trend continues, society will demand that the school department, law enforcement and every applicable social service agency, work to correct the problem.

I predict the issues of violence being acted out by our youth will be the major issue for law enforcement for the next five years. To address this problem will require special training and resources not currently available. The Salem Police Department will need the support of the community, its citizens, and the school department to meet this challenge. You will be asked at Town Meeting to support the 1994 police budget to fill current vacant positions within the Police Department. This is not an expansion of the Department but only an effort to maintain current staffing levels. The Salem Police Department must have the necessary resources to meet these new challenges. We ask for your support on this very important issue.

PERSONNEL:

It is with deep regret that we announced the passing of Shirley Tecce who served the Town for many years as a dedicated crossing guard. She truly cared for the safety of our children and she will be sadly missed.

To continue with the reorganization of our management structure within the Department, Robert McGuire, Robert Larsen, and Frank Grzasko were all promoted to the rank of Lieutenant and assigned to the patrol operation as Shift Commanders. Peter Delorey and William Ganley were promoted to the rank of Sergeant and assigned to the patrol operation as street supervisors. All of these officers have distinguished service records and I wish them much success in their law enforcement careers.

Dispatcher Mary-Jo Ganley left our agency to take a dispatcher position at the Portsmouth Police Department. We wish her the best of luck. Dispatcher Peggy Mickles was hired in November to fill this position.

In April of 1993, Officer Edward Costello retired from the Department. After twenty years of service, we wish him well in his retirement years.

ON A PERSONAL NOTE:

As this will be my last annual report, I would like to take this opportunity to thank the men and women of the Department for their dedication and professionalism. The Salem Police Department is held in high regard by law enforcement agencies throughout the State of New Hampshire. This achievement is attributed to the continued commitment to duty displayed by each member of this Department. I wish all of them much success in achieving their career goals.

I also wish to thank the many citizens who called, wrote and stopped me on the street to offer their support and encouragement. For that I am truly grateful and I wish you all happiness and prosperity in the coming years.

Respectfully submitted,

James E. Ross
Chief of Police

PUBLIC WORKS DEPARTMENT

DIRECTOR'S REPORT

1993 was an extremely busy one at the Public Works Department. There is a constant increase in the demand for services. With the winter season came 97" of snow, sleet and freezing rain. The spring gave us a flood that caused damage to several roads and two that required rebuilding on sections. Summer brought a 1 in 20 year drought that required water restrictions to be put in place. Why anyone would like New England weather I can't imagine. Along with weather related problems, the Town Government has had to deal with many other issues such as water treatment of Canobie Lake, use of Town owned Wells, disposal of solid waste, expansion of the water and sewer systems, and repair and maintenance of the road network, just to name a few. I hope that the coming year will have a better economic outlook for the citizens of Salem. The men and women of this Department will continue to provide the best possible service to the Community that funding will allow.

My sincere gratitude to those Employees of this Department who on many occasions have gone " ABOVE and BEYOND THE CALL OF DUTY " your dedication to the mission of our Department is truly appreciated.

Respectfully submitted,

George W. Sealy
Director of Public Works

ANIMAL CONTROL DIVISION

The year 1993 was a particularly busy one for the Animal Control Division due in part to the rabies epidemic which plagued the Southern New Hampshire region in the spring and summer. Raccoons were found to have brought the North Atlantic strain of rabies into the area. There were 11 Raccoons from Salem tested for rabies by the State, with 8 testing positive. Fourteen cats were also tested with one being positive. Seven dogs were tested with none having a positive finding. An additional 7 other species of animals were tested with 3 positive results. There were 10 humans exposed to rabid animals and 15 dogs were put on 90 day isolation, as were 4 cats. A significant event this summer was the discovery of 16 German Shepherds that were being kept in deplorable condition on Town Farm Road. Two of these Dogs were humanely destroyed, 14 Dogs were found new homes by the Salem Animal Rescue League. The prosecution of the previous owner is still ongoing. There were 186 calls for assorted types of animals sighted. As has become the norm the largest number of calls to the Animal Control Division (824) were for dogs running at large. There were 98 warnings and 53 fines issued. The Animal Control Officer responded to 2948 calls, picked up 116 stray dogs, 228 stray cats. The Officer travelled 16,743 miles and responded to 35 animal bite reports during the year.

The Animal Control Division would like to thank Mrs. Nancy Johnson and the entire Staff of the Salem Animal Rescue League for the tremendous support and genuine caring for the animal population of Salem. Also many thanks to Dr. Jim Rausch and his Staff at the Salem Animal Hospital for all the assistance they gave us this year. The Kennel Facility is located at the site of the former Wastewater Treatment Plant off Route 28. The Kennel phone number is 893-7169 and messages may be left on the Answering Machine for Salem Animal Rescue League. There were approximately 1310 Dog Licenses issued in 1993. It should be noted that ALL dogs over the age of three (3) months are required to be licensed EVERY YEAR by MAY 1.

The license schedule is as follows:

- \$7.00 - For any Unaltered Male or Female
- \$4.50 - For any Altered Male or Female
- \$2.00 - For One (1) dog only, if owner is over 65 (proof of age is required)

The Animal Control Officer can be reached Monday - Friday from 7:00 a.m. - 3:30 p.m. The telephone number listed for the Animal Control Officer is maintained 24-hours per day at the Police Department. After hours or on weekends call the number listed for the Animal Control Officer to leave a message or to report an emergency.

Respectfully submitted,

Paul Weed
Animal Control Officer

PARKS & PROPERTIES DIVISION

PARKS:

This Division is responsible for part of the maintenance on 25 Town Owned Buildings and many other Town Owned Properties, 2 Town Beaches, 4 Tennis Courts, 16 Ballfields, 1 Soccer Field, 2 Playgrounds and 2 Small Parks. The maintenance begins on these athletic fields in April and lasts until late October.

PROPERTIES:

This year the Parks & Properties Division completed several remodeling projects to Town owned buildings which included the Cemetery Building, Municipal Office Building, Senior Center, Human Services Department and Recreation Department Offices.

CEMETERIES:

We had 98 burials and 26 Cremations in 1993. We have 3 active Cemeteries and 2 Historic Cemeteries which we maintain every year (grass cutting, trimming and leaf cleanup). We sold 89 lots this year, none of which were sold on a pre-need basis. Our expansion program is on schedule for this year with the laying out of Section 8. to be completed in the spring or early summer of 1994. Next year we will be working on a master plan to develop the remaining five (5) acres of land that the Town owns.

The Parks & Properties Division of the Public Works Department is made up of 5 dedicated individuals who also respond to winter weather emergencies and are an asset to the Town of Salem and are to be commended for a job well done.

Respectfully submitted,

Robert L. Dennis, Sr.
Parks/Properties Superintendent

SOLID WASTE DIVISION

After an intense and complicated study of solid waste options undertaken by the Salem Recycling Committee, CMA Engineers and Town Government, The Town will be implementing a mandatory recycling program in 1994. Two options of collection and disposal of both non-recyclables and recyclables and the financing of these programs will be decided at the 1994 Annual Town Meeting.

Tons of Trash to Haverhill

	<u>1992</u>	<u>1993</u>
January	871	748
February	707	634
March	762	769
April	802	949
May	929	877
June	976	974
July	1,015	964
August	916	981
September	957	947
October	824	906
November	700	825
December	1,040	910
Total	10,499	10,484

Tons Recycled

	<u>1992</u>	<u>1993</u>
Paper	279	109
Cans	009	006
Glass	076	140
Metal	1,250	500
Total	1,614	755

Respectfully submitted,

Walter Ciblusk
Facility Foreman

STREETS AND SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the construction and completion of several major projects within the Town of Salem. Some of these projects included the construction of 10 new catch basins and 1000 feet of drainage pipe. The rebuilding of sections of Millville Street and Town Farm Road that were washed out in the spring floods. The paving of the Joseph Road area, 1st Street area, North Broadway and a section of Meisner Road.

The Streets & Shops Division repaired 32 Catch Basins and associated pipes, cleaned and inspected over 1,200 catch basins, replaced over 275 street and safety related signs due to vandalism or other sources, used 1,525 tons of hot top and 425 tons of cold patch for various types of normal and emergency road repairs, cut over 8 miles of roadside brush, swept 100 miles of paved roads and graded 15 miles of gravel roads.

The Streets & Shops Division, working along with several private contractors, installed 830 feet of Guardrail, removed 43 dead or dangerous trees, painted all traffic lines and road markings, and maintained 41 traffic control signals. Winter maintenance of Salem's 350 lane miles of road consists of 27 Plow routes and 14 Salt and Sand routes. In calendar year 1993 there were 13 plowing operations, with the annual snowfall totaling 97 inches. There were also 38 Salting and Sanding operations using 4,500 tons of salt and 2,000 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) maintains and inspects 68 vehicles and 13 specialized pieces of equipment, excavates and hauls cover material for the wood and brush landfill at the Shannon Road Solid Waste Facility. The Division is on Emergency Call-back status, and responded to over 85 emergency calls after normal work hours during 1993. The Streets & Shops Division is made up of 18 very dedicated and experienced individuals, who I would like to thank for a job well done.

Respectfully Submitted

William J. Duma, Jr.
Operations Superintendent

UTILITIES DIVISION

Over the past year the Utilities Division has been actively involved in all water and sewer construction in Town. Some of the Major Projects were as follows:

1. Extension of Water and Sewer lines on Fraser Drive (Privately Funded).
2. Extension of Water and Sewer lines on Meadow Glenn, a new subdivision off Elmwood Avenue (Privately Funded).
3. The repair of 29 Water Main breaks.
4. Water Meter services were:

Calibrate Readings	- 57
Turn On	- 48
Calibrate Meter	- 9
Final Readings	- 225
Freeze Ups	- 20
High Consumption	- 19
Low Consumption	- 1
Meter Update	- 60
New Service	- 116
Re-reads	- 922
Shut Off/Winter	- 79
Test & Repairs	- 249

In addition to these projects, the daily operations of the Utilities Division included the following maintenance responsibilities and participation in:

WATER

1. Daily operation at Canobie Lake Pumping Station and Donigian Well which pumped 729 million gallons of drinking water in 1993.
2. Maintain 150 miles of water lines, and water gate boxes (water shut-offs).
3. 625 Fire Hydrants are checked and serviced each year.
4. All Residential water meters (5237) are read quarterly and repaired when necessary.
5. All Commercial water meters (648) are read monthly and repaired when necessary.

6. Maintain two 1.5 million gallon Water Towers, located on Lawrence Road and Howard Street.
7. Inspect and test all water cross connection devices (Backflow Check Valves).
8. Manor Parkway Water Booster Station which boosts water pressure on Industrial Way area.
9. Route 97 and Salem Street water tie-in Stations to Methuen.
10. Donigian Well was utilized 5 months from August to December.
11. A Hydrogeological evaluation was begun for Donigian and Turner Wells.
12. Turner Well was not utilized for Municipal Water in 1993.
13. Design and bid out specifications for Water Treatment Plant at Canobie Lake.

SEWER

1. Maintain sewer trunk lines (55 miles).
2. Sewer manholes (1562).
3. 10 Sewer Lift Stations, located on Commercial Drive, Stiles Road, Keewaydin Drive, Haigh Avenue, Twinbrook Avenue, Butler Street, Freedom Drive, Copper Beach Road and South Policy Street.

My thanks go to Glenn Burton, Pete Floriddia, Marla Rae Jutras, Ray Sarcione, Jerry Garabedian, Robbie Eyssi and Allen Waskiewicz for a job well done.

We continue to be on Emergency response status for calls day and night. It is through the efforts of these individuals that we are able to maintain the highest quality of service that our customers have come to expect and deserve.

Respectfully submitted,

Daniel F. Pacheco, Sr.
Utilities Superintendent

RECREATION DEPARTMENT

The Salem Recreation Department has settled into their new office at 287 Lawrence Road, second level of the Senior Center (Mary Foss School).

The Recreation Department's mission is to develop and maintain the recreation and leisure resources of the community and to provide instructional programs with a high quality of skilled instructors and special events to the citizens of the Town of Salem.

The Recreation Department provides a variety of activities and special events for all ages. Instructional programs range from youth dance classes, CPR classes, Preschool Play and Tiny Tot programs for ages 3-5 year olds, plus more. Special events, cultural events and sporting activities - such as the Annual Fishing Derby, the July 4th Celebration, Disney on Ice bus trip, the traditional Nutcracker Show - are only a few of the activities the Recreation Department offers.

The Town Beach at **Hedgehog Park**, located on Route 38, Lowell Road, is managed by the Recreation Department. The staff consists of two lifeguards and a beach attendant. Everyone who wishes to use the beach must purchase a beach pass. Passes will go on sale beginning May 23, 1994. Passes are purchased at the Recreation Department. The beach is tentatively scheduled to open, for the weekend only, on June 18th and 19, 1994, and for the season beginning June 24, 1994.

The Salem Recreation Department would like to notify all individuals, businesses and organizations interested in using the Town of Salem's ballfields and beach facilities to submit a Facility Request Form to the Recreation Department **two weeks prior** to the requested date of use of the facility. The permit form can be obtained from the Recreation Department. All permit applicants must be 18 years of age or older. Permits will be issued depending on the availability of the facility being requested.

In conclusion, I would like to thank all the Recreation Department's employees, Palmer School staff, lifeguards, playground staff, special needs coaches, and many other instructors of our individual programs for making 1993 a successful year for the Department. During the 1993 year, the Department's total revenue was \$75,159. Special thanks to Esther Lucey, the Recreation secretary, and employees of the Parks and Properties Division of the Public Works Department, plus the many businesses, civic organizations, American Legion volunteers, service groups, the Salem School District and the Recreation Advisory Committee members who have assisted and supported us in 1993.

If you have any suggestions, comments, or program ideas you would like to share with us, please contact our office at 893-5731, Monday through Friday.

Once again, thanks for a successful 1993. We look forward to offering you many programs in the upcoming year.

Respectfully Submitted,

Julie Kamal
Recreation Coordinator

SALEM SENIOR CENTER

The Salem Senior Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. year round. The seniors meet, join in activities and talk with their friends. Many avail themselves of the noon meal, which is furnished by the nutrition program for a small donation.

The activities include line dancing, cards (bridge, bid whist, scat, cribbage and 45's), beano, painting, ceramics, weight loss clinic, exercise machines and the Salem Choral Group. There is daily walking at the Rockingham Mall at 9:00 a.m. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

There is one van which brings seniors to the Center early in the day to participate in the activities and for lunch. They are picked up at their homes and returned following the meal and/or activity. The van is also used to take them grocery shopping at designated markets and returned to their homes. Meals are delivered to seniors who are home-bound and those recuperating from injuries or illness.

The 19th annual health and information fair held in September was well attended. Screenings and information tables were provided, and flu shots given free of charge.

Identification cards are furnished to any person residing in Salem 60 years of age or older. A taxi-voucher system helps provide transportation to medical appointments. A vial of life program consists of a statistical paper placed in a vial containing medical information, hospital preference, next of kin to be notified in case of emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

The "Good Morning" program is a safety precaution for seniors living alone. The person telephones the Center every morning to let personnel know he/she is alright. If the individual does not phone by a predetermined time, a call is placed to the home to make sure all is well. The living will program is available for seniors. There is help with medicare, medical and income tax forms, general problems, referrals and disbursement of information (both general and specific). Notary Public services are provided; referral for legal assistance; and tax preparation is also available. The Salem Visiting Nurses Association conducts a blood pressure clinic at the Center the third Thursday of each month at 12:15 p.m. Blood sugar is taken every other month at 11:00 a.m. on the same day.

Seniors volunteer at Salem Schools, to help with the student population. The Golden Age Club meets the second Monday of each month at 12:30 p.m.; the Salem Council on Aging meets six times a year at 5:00 p.m.; and the Rebekahs meet the first and third Mondays at 7:00 p.m.

The "Salem Senior Column", edited by Marion Robinson, is published weekly in the Salem Observer, the Manchester Union Leader, and the Lawrence Eagle Tribune. "The Town Crier" is a newsletter mailed every other month to all senior citizens. It informs them of activities in the community.

In 1993, we started an Easy Tone Body Systems exercise program; a doctor's permission is required for participation. Tai Chi is also offered. In conjunction with the Salem High School Continuing Education Program, computer classes and quilting classes were held at the Senior Center. Several speakers addressed our congregation and held open discussion of their concerns. Overnight and day trips continue to be offered. The Center became a "No Smoking" zone in compliance with new State laws. Thanksgiving dinner for seniors who might be alone and Christmas Fund activities are coordinated from the Center.

Respectfully submitted,

Sally Sweet
Senior Citizens Coordinator

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING DECEMBER 31, 1993

	1993	***ON LEVIES OF*** 1992	1991	PRIOR
UNCOLLECTED TAXES				
- BEG. OF YEAR:				
Property Taxes		3,578,962.00		2,857.00
Resident Taxes		45,600.00	30,000.00	
Land Use Change				
Yield Taxes			660.00	
Utilities		650,322.00		
TAXES COMMITTED				
- THIS YEAR:				
Property Taxes	32,675,837.00			
Resident Taxes	205,610.00	1,630.00		
Land Use Change	237,400.00			
Yield Taxes	298.00	3,627.00		
Utilities	3,648,302.00			
OVERPAYMENT:				
Property Taxes	82,910.00	185,642.00	62,655.00	
Resident Taxes	140.00	44.00		
Land Use Change				
Yield Taxes				
Interest Collected				
On Delinquent Tax	36,243.00	222,287.00		
Collected Resident				
Tax Penalties	505.00	1,477.00	27.00	

TOTAL DEBITS	\$ 36,887,245.00	\$ 4,689,591.00	\$ 93,342.00	2,857.00
	=====	=====	=====	=====

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING DECEMBER 31, 1993

ON LEVIES OF
1992

1993

1991

PRIOR

REMITTED TO TREAS.
DURING FY:

Property Taxes	30,258,127.00	3,575,274.00	
Resident Taxes	158,590.00	14,954.00	270.00
Land Use Change	223,000.00		
Yield Taxes		2,027.00	
Utilities	2,926,971.00	650,322.00	
Interest	36,243.00	222,287.00	
Penalties	505.00	1,477.00	27.00

DISCOUNTS ALLOWED:

ABATEMENTS MADE:

Property Taxes	7,024.00	189,330.00	62,655.00
Resident Taxes	3,560.00	4,810.00	29,730.00
Land Use Change			
Yield Taxes			
Utilities	88,478.00		
Curr.Levy Deeded			

UNCOLLECTED TAXES
- END OF YEAR:

Property Taxes	2,493,596.00		2,857.00
Resident Taxes	43,600.00	27,510.00	
Land Use Change	14,400.00		
Yield Taxes	298.00	1,600.00	660.00
Utilities	632,853.00		

TOTAL CREDITS	\$ 36,887,245.00	\$ 4,689,591.00	\$ 93,342.00	2,857.00
	=====	=====	=====	=====

TAX COLLECTOR'S REPORT FOR THE TOWN OF SALEM N.H.

DR.	1992	****ON LEVIES OF*** 1991	1990	PRIOR
Unredeemed Liens Balance at Beg. Of Fiscal Yr.		1,643,065.00	974,177.00	45,101.00
Liens Executed During Fiscal Yr.	2,160,582.00			
Interest & Costs Coll. After Lien Execution	71,108.00	182,237.00	308,947.00	8,541.00
Overpayments	779.00	43.00	128.00	
	-----	-----	-----	-----
TOTAL DEBITS	\$ 2,232,469.00	\$ 1,825,345.00	\$ 1,283,252.00	53,642.00
	=====	=====	=====	=====
CR.				
REMITTANCE TO TREASURER:				
Redemptions	903,100.00	730,582.00	920,899.00	15,463.00
Int./Costs(After Lien Execution)	71,108.00	182,237.00	308,947.00	8,541.00
Abatements of Unredeemed Taxes	16,997.00	775.00	972.00	
Liens Deeded To Municipalities	12,365.00	19,588.00	21,301.00	
Unredeemed Liens Bal. End of Year	1,228,899.00	892,163.00	31,133.00	29,638.00
	-----	-----	-----	-----
TOTAL CREDITS	\$ 2,232,469.00	\$ 1,825,345.00	\$ 1,283,252.00	53,642.00
	=====	=====	=====	=====

Tax Collector

Jaqueline Dumarkis

TOWN CLERK

The Town Clerk's office continued to be very busy in 1993. There was an increase in the number of auto registrations and titles which was reflected in the increase of motor vehicle tax revenues by over \$100,000. Other revenues also showed a marked increase and is shown in the statistical report of the Town Clerk.

There was an increase in some fees due to changes in State law. The cost of a marriage license went from \$40 to \$45 in July. As of January 1, 1993 the cost of dredge and fill permits went from \$2 to \$10, Articles of Agreement from \$2 to \$5 and pole permits from \$5 to \$10.

The Town Clerk's office offers a variety of services to residents and businesses. It is responsible for auto registrations and title applications, marriage licenses, vital statistics, dog licenses, town records, voter registration applications and information, elections, UCC's and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs.

I would like to thank my deputy Mary Fawcett, bookkeeper Ruth Hayes and assistant clerks Barbara LaPointe and Jill Edgecomb for their dedicated public service and consistent professionalism.

RECEIPTS - 1993

Automobile Tax Permit	\$2,063,497.00
1993 (30,473)	
Dog Licenses	
1992 (8)	54.00
1993 (1,296)	6,697.50
Title Fees	12,314.00
Certified Copies **	6,950.00
Elections	160.00
Uniform Commercial Code & Other Liens	26,948.75
Collection Fees	600.00
Filing Fees	9.00
Recording Fees	55.00
Legal Fees -- Dogs	730.00
Dredge & Fill Applications	230.00
Pole Permits	20.00
Dog License Lists	95.00
Motor Vehicle Searches	98.00
Miscellaneous Receipts	181.57
Marriage License Fees *	15,274.00
	<hr/>
	\$2,133,913.82
*Less Remittance to State of New Hampshire for Marriage License Fees	- 15,274.00
**Less Remittance to State of New Hampshire for Certified Copy Fees (503 copies @ \$6.00 ea. = \$3,018.00) (327 copies @ \$3.00 ea. = \$ 981.00)	- 3,999.00
	<hr/>
	\$2,114,640.82

VITAL STATISTICS

Recorded in Town Clerk's Office:

Marriages	440
Births (Born in Salem, NH)	1
Deaths	
Salem Residents -- Died in Salem	53
Salem Residents -- Died in Other Towns	73
Non-Residents -- Died in Salem	16
Non-Residents -- Buried in Salem	40

Respectfully Submitted,

Barbara M. Lessard
Town Clerk

Plodzik & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S COMMUNICATION OF REPORTABLE CONDITIONS AND OTHER MATTERS

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

In planning and performing our audit of the Town of Salem for the year ended December 31, 1992, we considered the Town's internal control structure in order to determine the scope of our auditing procedures for the purpose of expressing our opinion on the general purpose financial statements. Our review of these systems was not intended to provide assurance on the internal control structure and should not be relied on for that purpose.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the general purpose financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the financial statements being audited, may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

During the course of our review, the following condition was noted that was considered to be a material weakness as defined above:

GENERAL FIXED ASSET ACCOUNTING

The Town does not maintain a record of its general fixed assets as required by generally accepted accounting principles (GAAP). In order to conform to GAAP, a detailed record of general fixed assets should be maintained. Consideration should be given to valuing the inventory of the existing fixed assets and setting policies for capitalization and removal from the system.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.

March 12, 1993

*Plodzik & Sanderson
Professional Association*

Plodzik & Sanderson Professional Association

193 North Main Street Concord, N.H. 03301 (603) 225-6996

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of
the Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1992, as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

As described in Note 1B, the general purpose financial statements referred to above do not include the General Fixed Assets Account Group, which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the General Fixed Assets Account Group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem as of December 31, 1992, and the results of its operations (and cash flows of its nonexpendable trust funds) for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

March 12, 1993

Plodzik & Sanderson
Professional Association

STATEMENT OF APPROPRIATION
1993

PURPOSES OF APPROPRIATIONS

GENERAL GOVERNMENT:

Executive	183,232
Election, Registration	192,045
Financial Administration	805,174
Legal Expense	159,330
Personnel Administration	226,360
Planning and Zoning	132,289
General Government Building	204,968
Cemeteries	283,973
Insurance	345,430
Other General Government	340,523

PUBLIC SAFETY:

Police Department	3,751,478
Fire Department	3,967,119
Building Inspection	233,846
Outside Detail	403,997

HIGHWAYS AND STREETS:

Highways and Streets	1,653,187
Street Lighting	321,682

SANITATION:

Solid Waste Disposal	788,346
Sewage Collection & Disposal	2,665,392

WATER DISTRIBUTION & TREATMENT:

Water Services	1,340,453
----------------	-----------

HEALTH:

Health Department	62,070
Animal Control	58,683

WELFARE:

Direct Assistance	238,764
Outside Human Services	135,560

CULTURE AND RECREATION:

Library	842,800
Parks and Recreation	207,632
Patriotic Purposes	16,060
Elderly	121,572

DEBT SERVICE:

Principal of Long-Term Bonds	301,640
Interest of Long-Term Bonds	59,650
Interest-Tax Anticipation	177,740

CAPITAL OUTLAY:

Capital Improvements	340,660
Special Articles	467,000

OPERATING TRANSFERS OUT:

Capital Reserve-Roadway Imp.	611,500
------------------------------	---------

TOTAL APPROPRIATIONS

21,640,155

SOURCES OF REVENUE

TAXES:

Land Use Change Tax	137,000
Resident Taxes	205,030
Yield Taxes	3,630
Payment in Lieu of Taxes	22,500
Other Taxes	14,310
Interest & Penalties on Taxes	771,750

LICENSES, PERMITS AND FEES:

Business Licenses and Permits	140,770
Motor Vehicle Permits	2,000,000
Building Permits	97,350
Other Licenses, Permits & Fees	167,030

FROM FEDERAL GOVERNMENT:

Other	9,640
-------	-------

FROM STATE:

Shared Revenue-Block Grant	296,848
Highway Block Grant	348,326
Water Pollution Grants	178,622
Other	26,860

CHARGES FOR SERVICES:

Income from Departments	627,530
Outside Police Detail	412,000

MISCELLANEOUS REVENUES:

Interest on Investments	180,000
Sale of Town Property	43,070
Other	540,130

INTERFUND DEPRATING TRANSFERS:

Income from Sewer Fund	2,486,770
Income from Water Fund	1,340,453

Fund Balance

304,930

TOTAL REVENUES AND CREDITS

10,354,549

GENERAL FUND

STATEMENT OF EXPENDITURES 1993

Selectmen	52,080
District Court	54,391
Town Manager	123,384
Legal	239,389
Personnel	143,587
Employee Benefits	63,909
Boards and Committees	21,429
Municipal Buildings	185,048
Finance	331,841
Data Processing	158,517
Assessing	179,308
Town Clerk	175,458
Elections	16,588
Tax Collector	123,826
Debt Services	536,125
Insurance	334,634
Engineering	238,402
Planning	128,144
Inspections	199,202
Health	62,550
Police Department	3,651,423
Fire Department	3,915,791
Animal Control	70,644
Public Works	2,788,191
Lighting	317,873
Welfare	237,362
Outside Human Services	143,560
Recreation	179,920
Elderly	112,824
Youth Services	62,243
Library	829,730
Community Contributions	12,665
Capital Improvements	286,797
Fire - Vehicles	167
Public Works - Equip. Replacement	44,646
Michele Memorial Park	95,344
Rockingham Hotel	58,627
Capital Reserve - Roads	611,500
Outside Detail	387,611
Overlay	204,258
School District	19,041,657
County Tax	2,001,462
Temporary Loans	6,500,000

TOTAL

44,922,107

GENERAL FUND

COMPARATIVE STATEMENT OF APPROPRIATIONS
1993

	BUDGET	EXPENDED	ENCUMBERED	BALANCE
Selectmen	36,862	52,080		(15,218)
District Court	51,520	54,391		(2,871)
Town Manager	122,010	123,384	1,251	(2,625)
Legal	159,330	239,389		(80,059)
Personnel	127,360	143,587		(16,227)
Employee Benefits	99,000	63,909	2,600	32,491
Boards and Committees	24,360	21,429	89	2,842
Municipal Buildings	204,968	185,048	20,858	(938)
Finance	337,112	331,841	11	5,260
Data Processing	161,522	158,517	492	2,513
Assessing	181,637	179,308		2,329
Town Clerk	174,615	175,458	142	(985)
Elections	17,430	16,588		842
Tax Collector	124,903	123,826		1,077
Debt Services	539,030	536,125		2,905
Insurance	345,430	334,634		10,796
Engineering	226,887	238,402		(11,515)
Planning	132,289	128,144	3,319	826
Inspections	233,846	199,202		34,644
Health	62,070	62,550		(480)
Police Department	3,751,478	3,651,423	7,336	92,719
Fire Department	3,967,119	3,915,791	22,370	28,958
Animal Control	58,683	70,644	166	(12,127)
Public Works	2,725,506	2,788,191	20,026	(82,711)
Lighting	321,682	317,873		3,809
Welfare	238,764	237,362		1,402
Outside Human Services	135,560	143,560		(8,000)
Recreation	207,632	179,920		27,712
Elderly	121,572	112,824	2,607	6,141
Youth Services	62,116	62,243		(127)
Library	842,800	829,730		13,070
Community Contributions	16,060	12,665		3,395
Capital Improvements	340,660	286,797	60,830	(6,967)
Special Articles	1,078,500	810,284	200,872	67,344
Outside Detail	403,997	387,611		16,386
	17,634,310	17,174,730	342,969	116,611
Prior Year Encumbrances	115,311	77,453	34,044	3,814
	17,749,621	17,252,183	377,013	120,425
Overlay	275,537	204,258		71,279
School & County	21,043,119	21,043,119		0
TOTAL	39,068,277	38,499,560	377,013	191,704

GENERAL FUND

STATEMENT OF RECEIPTS 1993

Property Tax-Current Year	30,258,127	Tattoo Parlor Licenses	750
Property Tax-Prior Year	3,575,274	Food Code Manual	25
Resident Tax-Current Year	158,590	Massage Licenses	650
Resident Tax-Prior Year	15,224	Other Health Dept. Licenses	435
National Bank Stock Tax	0	Police Alarm Permits	1,545
Boat Tax	15,353	Police Reports	8,783
Land Use Change Tax	223,000	Outside Detail	424,238
Yield Tax	2,027	Police Alarms	10,400
Interest on Taxes	829,363	Parking Fines	3,434
Resident Tax Penalties	2,009	Other Police Income	23,600
Miscellaneous Tax Charges	395	Ambulance Fees	228,294
NH Shared Revenue	854,890	Other Fire Income	8,263
Railroad Tax	1,002	Cemetery Lots	11,860
Highway Block Grant	348,326	Cemetery Openings	30,225
Civil Defense	6,295	Maps-Engineering	3,585
Other Governmental Revenue	47,697	Recycling	0
Trotting and Racing Fees	132,550	Landfill Permits	51,715
Sunday Sales	23,977	Animal Control Fees	2,414
Cable Franchise Fee	91,559	Landfill Tonnage Charges	96,627
Other Business Licenses	1,508	Landfill Interest	252
Elections and Registration	150	Other Public Works Income	2,017
Public Hearings	8,413	Welfare Charges	5,204
Maps, Copies, Etc.	3,122	Welfare Liens	16,986
Land Use Ordinance	905	Recreation Charges	75,160
Community Profile	5	Library Fees	7,106
Development Handbook	0	Rockingham Nutrition	5,000
Master Plan	0	Sewer Administration Charges	41,000
Planning Board	11,534	Water Administration Charges	55,000
Auto Permits	2,061,570	Interest Earnings	204,066
Title Fees	12,302	Trust Fund Income	25,173
Marriage Licenses	15,274	Rent of Town Property	23,607
Dog Licenses	6,751	Court House Lease	224,871
Civil Forfeiture	730	Court Fines	4,069
UCC Filings	26,949	Return-Comp. Programs	349,291
Certified Copies	6,940	Payment in Lieu of Taxes	21,537
Miscellaneous Clerk Fees	1,288	Sale of Town Property	74,555
Building Permits	169,961	Sale of Town Histories	369
Electrical Permits	22,915	Other Financing Sources	32,808
Plumbing Permits	9,185	Miscellaneous Revenues	4,949
Other Inspection Permits	1,354	Use of Fund Balance	304,930
WSPCC Permits	4,800	Temporary Loans	6,500,000
Food Service Licenses	22,783		

47,858,890

GENERAL FUND

COMPARATIVE STATEMENT OF RECEIPTS
1993

	ESTIMATED	ACTUAL	EXCESS (DEFICIT)

TAXES			

Property Tax-Current Year	32,666,355	30,258,127	(2,408,228)
Property Tax-Prior Year		3,575,274	3,575,274
Land Use Change Tax	137,000	223,000	86,000
Resident Tax-Current Year	202,930	158,590	(44,340)
Resident Tax-Prior Year	2,100	15,224	13,124
Yield Taxes	3,630	2,027	(1,603)
Payment in Lieu of Taxes	22,500	21,537	(963)
Other Taxes	14,310	15,353	1,043
Interest & Penalties	771,750	831,372	59,622
LICENSES, PERMITS AND FEES			

Business Licenses & Permits	140,770	181,145	40,375
Motor Vehicle Permit Fees	2,000,000	2,061,570	61,570
Building Permits	97,350	203,416	106,066
Other Licenses, Permits & Fees	167,030	186,324	19,294
FROM FEDERAL GOVERNMENT			

Other	9,640	9,637	(3)
FROM STATE			

Shared Revenue	854,890	854,890	0
Highway Block Grant	348,326	348,326	0
Other	26,860	45,357	18,497
CHARGES FOR SERVICES			

Income from Departments	627,530	700,113	72,583
Outside Police Detail	412,000	424,238	12,238
MISCELLANEOUS REVENUES			

Sale of Municipal Property	43,070	74,555	31,485
Interest on Investments	180,000	229,239	49,239
Other	540,130	634,646	94,516
Use of Fund Balance	304,930	304,930	0

	39,573,101	41,358,890	1,785,789

TAXES ASSESSED

1993

TAX RATE COMPUTATION

Total Town Appropriations	21,640,155
Total Revenues and Credits	(10,354,549)
Net Town Appropriations	11,285,606
Net School Tax Assessment	19,661,792
County Tax Assessment	2,001,462

Total Town, School and County	32,948,860
Business Profits Tax Reimb.	(558,042)
War Service Credits	200,500
Overlay	275,537

Property Taxes to be Raised	32,866,855
	=====

VALUATION	TAX RATE	TAXES TO BE RAISED
-----	-----	-----
\$758,524,240	\$43.33	\$32,866,855

SEWER FUND

PURPOSE	APPROP. 1993	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	132,502		103,405		29,097
Supplies	3,980		3,287		693
Services & Other Charges	2,528,910		2,305,687		223,223
Capital	0		0		0
<hr/>					
TOTAL	2,665,392	0	2,412,379	0	253,013
<hr/>					
	APPROP. 1993	RECEIVED	BALANCE		
Revenue	2,665,392	2,361,663	(303,729)		

=====

WATER FUND

PURPOSE	APPROP. 1993	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Personnel Services	248,863		271,178		(22,315)
Supplies	10,570		11,434		(864)
Services & Other Charges	631,020	60,982	652,777	1,511	37,714
Capital	450,000		202,056	201,748	46,196
<hr/>					
TOTAL	1,340,453	60,982	1,137,445	203,259	60,731
<hr/>					
	APPROP. 1993	RECEIVED	BALANCE		
Revenue	1,340,453	1,466,586	126,133		

CAPITAL PROJECTS FUND

PURPOSE	APPROP. 1993	PRIOR YEARS CARRY-OVER	EXPENDED	ENCUMBERED	BALANCE + (-)
Water Improvements		6,929			6,929
TOTAL		6,929			6,929

CAPITAL PROJECTS FUND 1993

Cash on hand 1/1/93	12,123
Receipts: Interest	301
Bond Proceeds	0
Payments	(236)
Cash on hand 12/31/93	12,188

CONSERVATION COMMISSION 1993

Cash on hand 1/1/93	207,767
Receipts: Interest	6,159
Land Use Change Tax	50,000
Payments	0
Cash on hand 12/31/93	263,926

STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1993

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/93 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/93	PRINCIPAL DUE 1994	PAYMENTS SUBSEQUENT YEARS
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
WATER BONDS									
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
1965	550,000	3.40	7/15/95	45,000	15,000		30,000	15,000	15,000
1967	200,000	4.40	9/15/97	25,000	5,000		20,000	5,000	15,000
1978	780,000	6.18	12/1/98	210,000	35,000		175,000	35,000	140,000
1982	250,000	9.05	12/1/97	58,000	11,200		46,800	11,200	35,600
1985	600,000	9.20	3/01/05	435,689	37,059		398,630	37,059	361,571
1986	1,250,000	6.80	7/15/01	740,000	85,000		655,000	85,000	570,000
1987	92,782	7.40	1/15/08	73,582	4,800		68,782	4,800	64,182
1990	250,000	6.90	7/15/00	200,000	25,000		175,000	25,000	150,000
	3,972,782			1,787,271	218,059	0	1,569,212	217,859	1,351,353
SEWER BONDS									
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
* 1963	1,620,000	3.00	4/01/93	75,000	75,000		0		0
* 1967	500,000	4.20	9/15/97	50,000	10,000		40,000	10,000	30,000
1973	825,000	5.20	10/1/93	40,000	40,000		0		0
1974	1,900,000	5.55	5/01/93	100,000	100,000		0		0
1978	450,000	6.18	12/1/98	120,000	20,000		100,000	20,000	80,000
* 1982	600,000	9.05	12/1/97	134,400	27,160		107,240	27,160	80,080
1985	6,200,000	9.20	3/01/05	4,499,311	382,941		4,116,370	382,941	3,733,429
* 1987	2,207,218	7.08	1/15/08	1,746,418	115,200		1,631,218	110,400	1,520,818
	14,302,218			6,765,129	770,301	0	5,994,828	550,501	5,444,327
MUNICIPAL BONDS									
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
1982	2,100,000	9.05	12/1/97	472,800	94,920		377,880	94,920	282,960
1987	500,000	7.40	1/15/93	100,000	100,000		0		0
	2,600,000			572,800	194,920	0	377,880	94,920	282,960
HIGHWAY BONDS									
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
1979	1,700,000	5.70	5/01/94	200,000	100,000		100,000	100,000	0
1982	150,000	9.05	12/1/97	34,800	6,720		28,080	6,720	21,360
	1,850,000			234,800	106,720	0	128,080	106,720	21,360
TOTALS	22,725,000			9,360,000	1,290,000	0	8,070,000	970,000	7,100,000
=====	=====			=====	=====	=====	=====	=====	=====

* Partial or full payments of principal and interest guaranteed by State of New Hampshire.



ABSENTEE
OFFICIAL BALLOT

3751 TOTAL VOTES CAST

TOWN ELECTION AND SCHOOL DISTRICT ELECTION

TOWN OF
SALEM, NEW HAMPSHIRE

March 9, 1993

Michael J. Carney
MICHAEL J. CARNEY, SCHOOL DISTRICT CLERK
Barbara M. Lessard
BARBARA M. LESSARD, TOWN CLERK



INSTRUCTIONS TO VOTERS

1. To vote, complete the arrow(s) pointing to your choices, like this
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this

SCHOOL DISTRICT

For School Board Member

THREE YEARS Vote for ONE:
BERNARD W. M. CAMPBELL 2843
WRITE-IN 94

TOWN OFFICES

For Town Clerk

THREE YEARS Vote for ONE:
BARBARA M. LESSARD 3114
WRITE-IN 36

For Selectman

THREE YEARS Vote for TWO:
JOAN CAROLINE BALSAMO 703
RONALD J. BELANGER 824
ROBERT J. CAMPBELL 2129
JOSEPH W. GAGNON, JR. 1246
EVERETT P. MCBRIDE, JR. 1922
WRITE-IN 7

For Budget Committee

THREE YEARS Vote for TWO:
ALAN L. ARCHAMBEAULT 1323
ROLAND L. MAHER 2075
EARL K. MERROW 2130
WRITE-IN 25
WRITE-IN

For Tax Collector

THREE YEARS Vote for ONE:
JACQUELINE GUCCIARDI 2467
WILLIAM L. RUDD 964
WRITE-IN 4

For Treasurer

THREE YEARS Vote for ONE:
CHERYL-ANN BOLOUK 2740
WRITE-IN 23

For Trustee of Trust Funds

THREE YEARS Vote for ONE:
THOMAS D. EDEN 2712
WRITE-IN 16

For Library Trustee

THREE YEARS Vote for ONE:
THORSTEINN GISLASON 781
BERTICE E. WOODBURY 1694
STEPHEN E. WOODBURY 573
WRITE-IN 17

ARTICLE 2 Shall a charter commission be established for the purpose of establishing a new municipal charter?

1257
YES
NO

For Charter Study Commission

ONE YEAR Vote for NINE:
CATHERINE E. BARRETT 1800
LAURENCE N. BELAIR 2254
PAMELA BERRY 1785
CHERYL E. BRETON 1809
DAVID T. COSTELLO 1842
JOHN D. CROWLEY 1508
JAMES DRAKE 1606
STEPHAN W. HAMILTON 1655
DOUGLAS H. MICKLON 1500
WARREN H. PARSONS 1481
BRENDA J. SACK 1682
WRITE-IN 88

WRITE-IN

WRITE-IN

WRITE-IN

WRITE-IN

WRITE-IN

WRITE-IN

WRITE-IN

WRITE-IN

ZONING ARTICLES

ARTICLE 3 Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone land on Lowell Road from Manufactured Housing Park District to Rural District.)

2127
YES
NO
1057

TURN OVER TO
CONTINUE VOTING

ZONING ARTICLES (Continued)

ARTICLE 4 Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone land on Playcamp Road and South Policy Street from Commercial-Industrial C District to Residential District.)

YES 2271
NO 903

ARTICLE 5 Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would add parking requirements for colleges and universities.)

YES 2127
NO 1022

ARTICLE 6 Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would set a maximum size of in-law apartments in the Residential District.)

YES 1850
NO 1411

ARTICLE 7 Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would require a two (2) acre minimum lot size for farming and forestry activities, greenhouses, kennels, and nurseries in the Rural District.)

YES 2222
NO 1023

ARTICLE 8 Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would allow the Board of Adjustment to grant Special Exceptions for earth excavations in the Rural District.)

YES 1494
NO 1620

ARTICLE 9 Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board as follows? (This amendment would adopt by reference the 1991 Life Safety Code except for applicable amendments in Chapter 216 of the Salem Code.)

YES 1954
NO 736

ARTICLE 10 Are you in favor of the adoption of Amendment No. 8 as proposed by petition of the voters of this town? (This amendment would allow retail stores under 5,000 s.f. on certain lots on Main Street). The Planning Board disapproves this amendment.

YES 959
NO 2251

ARTICLE 11 Are you in favor of the adoption of Amendment No. 9 as proposed by petition of the voters of this town? (This amendment would reduce the minimum distance required between filling stations from 1,000 feet to 500 feet). The Planning Board disapproves this amendment.

YES 818
NO 2457

ARTICLE 12 Are you in favor of the adoption of Amendment No. 10 as proposed by petition of the voters of this town? (This amendment would define the term "filling station" as a business which sells gasoline and performs automobile repairs, but not including the sale of gas as accessory to convenience stores). The Planning Board disapproves this amendment.

YES 924
NO 2301

ARTICLE 13 Are you in favor of the adoption of Amendment No. 11 as proposed by petition of the voters of this town? (This amendment would eliminate the 1000 foot minimum distance required between filling stations). The Planning Board disapproves this amendment.

YES 799
NO 2445

ARTICLE 14 Are you in favor of the adoption of Amendment No. 12 as proposed by petition of the voters of this town? (This amendment would restrict the total number of housing units allowed under the Affordable Housing Ordinance to one percent (1%) of the Town's existing housing supply). The Planning Board disapproves this amendment.

YES 1102
NO 2094

ARTICLE 15 Are you in favor of the adoption of Amendment No. 13 as proposed by petition of the voters of this town? (This amendment would require that affordable housing projects not contrast moderately with the character of abutting residential neighborhoods). The Planning Board disapproves this amendment.

YES 1327
NO 1834

ARTICLE 16 Are you in favor of the adoption of Amendment No. 14 as proposed by petition of the voters of this town? (This amendment would reduce the density bonus for affordable housing projects from fifty percent (50%) to twenty percent (20%) and would base the bonus on dwellings rather than bedrooms). The Planning Board disapproves this amendment.

YES 843
NO 2225

ARTICLE 17 Are you in favor of the adoption of Amendment No. 15 as proposed by petition of the voters of this town? This amendment would rezone property at 52 Cluff Road from Residential to Commercial-Industrial C District). The Planning Board disapproves this amendment.

YES 619
NO 2523

ARTICLE 18 Are you in favor of the adoption of Amendment No. 16 as proposed by petition of the voters of this town? (This amendment would prohibit illuminated interior signs in the Business Office Districts). The Planning Board approves this amendment.

YES 1767
NO 1416



ABSENTEE OFFICIAL BALLOT

NON-BINDING REFERENDUM

TOWN OF
SALEM, NEW HAMPSHIRE

March 9, 1993

INSTRUCTIONS TO VOTERS

1. To vote, complete the arrow(s) pointing to your choices, like this
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this

1. Shall the Town of Salem place the cost of a Federally mandated water treatment plant (select one answer)

a. on the users only 1840

b. on the tax rate 893

c. on the users and the tax rate 827

2. Shall the Town of Salem Board of Selectmen honor previous Town meeting votes on the purchase of bonds for past sewer expansions?

1813

YES

NO

1393

3. Shall the Town of Salem Board of Selectmen prepare a sewer plan to sewer the Town?

1986

YES

NO

1388

4. Shall the Town of Salem contract for and pay for septic and holding tank services for residential homes and charge for these services in the user sewer rate?

924

YES

NO

2497

A Street C4
 Ackerman St. E3
 Adams Ave. D6
 Aldonna Ave. D6
 Alexander Ave. C4
 Alfred Dr. D7
 Allain Ave. D6
 Alma Ave. C4
 Alta Ave. D4
 Anderson Ave. D6
 Angela Dr. Ackerman's Trl Prk
 Ann Ave. E1
 Ansel Ave. E2
 Appaloosa Rd. E3
 Arlington Pond Ct. D7
 Arlington Shore Dr. E6
 Arrow Drive Ackerman's Trl. Prk.
 Arthur St. Willows-S. Bdwy.
 Asbury St. C4
 Ash St. B4
 Ashwood Ave. F3
 Atkinson Rd. E7
 Audrey Ave. E5
 Aulson Dr. D6
 Aurora D7
 Azarian Rd. D1
 Bagnell Ave. D2
 Bailey Rd. B3
 Baldwin St. E2
 Ball Ave. D7
 Banks Ave. D7
 Bannister Ave. E4,E5
 Barbara Ave. E2
 Barron Ave. D1
 Beatrice Rd. D3
 Belair Lane C4
 Bell Dr. Ackerman's Trl. Prk.
 Belmont St. D3
 Benning Ave. E1,E2
 Bernice Ave. D3
 Betty Lane. D7
 Betty Lee Terr. C4
 Beverly Ave. C4
 Birch Hill Rd. F2, F3
 Birch Rd. B5
 Birchwood Rd. F3
 Blake Rd. D6
 Blue Fox Run E2
 Bluff St. C5, D5
 Bluff St. Exten. E5
 Bodwell E4
 Bonnano Rd. D6
 Bounty Court. E2
 Bowyer Lane C3
 Bradford Dr. D4
 Brady Ave. B2, C1
 Brentwood Ave. F1
 Brian Ave. C4
 Briar Ave D4
 Bridge St. E4, F3
 Bridle Path Lane E3
 Brookdale Rd. B4,B3,A3
 Brookhollow Dr. E6
 Brookwood Dr. Rckngnm Trl. Prk.
 Brown St. E4
 Bucheri Ave./Edwins Ln. E3
 Budron Ave. F1
 Burns Rd. B4
 Buss Rd. B4
 Butler St. E2,F2
 Caddy Dr. Ackerman's Trl. Prk.
 Camelot Crt. E6
 Campbell St. Tisdale Trl. Prk.
 Canobie Ave. B4
 Capital Rd. Muse Trl. Prk.
 Captains Dr. F5
 Captains Rd. F5
 Car Mar Lane, D5
 Carnick Rd. Kachadorian Tr. Prk.
 Carol Ave. E1
 Carriage Lane F6
 Cassidy Avek. A2
 Castle Rd. Shadow Lk. Tr. Prk.
 Catherine Rd. C4
 Centerville Dr. D4
 Central St. C3
 Chappy Lane C8
 Charles St. C4
 Chase St. C7
 Chatham Circle D2
 Christine Lane. D8
 Church Ave. C3
 Cindy Ave. A2
 Clare Lane D7
 Clark Ave. D6
 Clay St. E5
 Clifton Ave. C4
 Clinton St. C3, C4
 Clover Court. D7
 Cluff Cross Rd. D2
 Cluff Rd. D2,E2
 Clydesdale Rd. E3
 Coburn St. C7
 Cole St. E3
 Colleen Dr. E6
 Colonial Dr. E3
 Commercial Dr. B3
 Community St. B5
 Concord Coach Dr. B1
 Connell Rd. C4
 Corinthian Dr. D7
 Corliss St. C4
 Cornwell Court C3
 Cortland Dr. C1
 Cote Rd. D5
 Cove Rd. D6
 Cove Rd. Ext. D6
 Craft Ave. D7
 Crescent Circle D5
 Crescent St. D4,D5
 Crestwood Circle D1
 Cross St. D1,D2
 Cushing Rd. D6, D7
 Cypress St. E2
 Daisy Rd. Coles Trl Prk.
 Damascus Dr. D7,D8
 Dana Rd. E3
 Danridge Ave. C4
 Daniel Lane D7
 Darryl Lane C4
 Dart Dr Ackermans Trl. Prk.
 David Terrace D1
 Dawn St. (George Ave.) E4
 Dawson Ave. E4
 Dean Ave. E3
 Delaware Dr. C2
 Dennis Dr. C4
 Dennison Ave. C6
 Dewey St. C4
 Dexter Rd. E3
 Dexter Terrace D6
 Diamond Ave. E2
 Dorion Rd. B6
 Dominic Dr. E3
 Doris Court E2
 Douglas Dr. E4
 Dublin Way E6
 Duffy Ave. D1, D2
 Dunbar Terrace D4
 Durham Rd. E2
 Duston Rd. D7, E7
 Dwight Ave. D4
 Dyer Ave. C4
 Dyson Dr. B4
 Eagle Dr. E1
 Earl St. C4
 East Broadway C7
 Easy St. E2
 Eaton St. E2
 Edwards St. C7
 Eleanor St. E2
 Ellsmere Ave. D4
 Elmwood Ave. E4
 Elsie St. D6
 Emerson Way E5
 Emery St. B4
 End St. Rockingham Trl Prk.
 Enterprise Dr. C2
 Equestrian Rd. E3
 Ermer Rd. C8
 Evelyn St. F2
 Evergreen Rd. D7
 Ewins Lane E3
 Eyssi Dr. E7
 Fairmont Rd. C3
 Falcon Rd. Echo Trl Prk.
 Fieldstone Lane F6
 Felch Ave. E5
 Fern Rd. Cole's Trl Prk.
 Field Ave. D4, D5
 Fielder Ave. D1
 Fir St. E3
 First St. D7
 Floral Ave. E3, F3
 Florence Ave E2
 Flume Rd. Not Shown - Sly Can. Lk
 Ford St. D6
 Forest Lane Cluff Cr. Apts.
 Fourth St. D7
 Fox Run Lane D7
 Francis St. C4
 Franklin St. C4
 Franz Rd. D6
 Frary St. C7
 Fraser Dr. F2
 Freedom Dr. D3
 Friendship Dr. Good Luck Trl Prk.
 Gail Rd. B5
 Galway Lane E5
 Garabedian Dr. E1
 Gardner Ave. C4
 Garrison Rd. E3
 Gen'l Pulaski Dr. E5
 George Ave. (Dawn St.) E4
 Geremonty Dr. D3, D4
 Gibney Circle F1
 Gillis Terrace D7
 Glen Rd. E7, D6
 Glen Denin Dr. D5
 Glencrest Rd. E5
 Globe Dr. Echo Trl Prk.
 Gloria Rd. C4
 Golden Oaks Dr. B1, B2
 Goodridge Ave. B4
 Gordon Ave. C7
 Graham Ave. D6
 Granite Ave D3
 Green Ave. D1
 Greenacre Dr. D1
 Greenwood St. C6
 Griffin St. C7
 Grove Ave. D5
 Gulliver Ave. C7, D7
 Guy St. E2
 Hagop Rd. Kachadorian Trl Prk.
 Haigh Ave. D1
 Hampshire Rd. E1
 Hampshire St. E1
 Hampstead Rd. F4, F5
 Hampstead St. F4
 Hannagan Rd. B4
 Hanson Ave. D1
 Harris Rd. B5
 Haverhill Rd. D8, E8, F7
 Hawkins Glen Dr. E5
 Hawthorne Rd. E3, F3
 Helen Rd. C4
 Henderson Circle D4
 Henry St. C4
 Henry Taylor St. C7
 Hickory Lane E3
 Hidden Rd. B5
 High St. C6
 Highland Ave. D4
 Hill St. C4
 Hillcrest Rd. E1
 Hillside Ave. C6
 Hitty Rd. C6
 Hooker Farm Rd. E5, F6
 Howard St. C4
 Hoyt St. C7
 Hunt St. C7
 Hunters Run E2
 Hunney Ave., C7, D7
 Hutch Rd. F3
 Independence Dr. D7
 Industrial Way B3
 Iris Ave. F3
 Ironwood Dr. D8
 Irving St. C4
 Island Rd. D6
 Island Pond Rd. D8
 Jacob St. C2
 Jean Ave. A2
 Jennings Rd. E5
 Jericho Lane D7
 Jewell Dr. B3
 Jill Rd. B5
 Joanne Rd. C4
 Johnathan Heights D5
 Johnson Ave. D4
 Joseph Rd. C4
 Joyce Heard Ave. D1
 Julie Ave. E6
 Juniper Rd. E3
 Justin Rd. D5
 Karen Lane C5
 Keefe Ave. E4
 Keewaydin Dr. B3, C3
 Kelly Rd. D2
 Kenthill Rd. E5
 Kenyon Rd. E6
 Kim Rd. D4
 Kimball St. E5
 King St. C7
 Kiowa Rd. C5
 Kitteridge Ave. E5
 Klein Dr. D8

Kozy St. Salem Willows Trl Prk.
 Kozy Terr. Salem Willows Trl Prk.
 Kurt Ave. D4
 Kyle Dr. E5
 Lady Lane C8
 Lake Shore Rd. B4
 Lake St. C4, C5, B5
 Lakeside St. B4, B5
 Lakeview St. B4
 Lamplighter Lane B1
 Lancaster Crossing B1, B2
 Lancaster Farms Rd. A2
 Lancelot Crt Appart. Dr.
 Lansing Dr. E6
 Lantern Lane C4
 Laurel Rd. Cole's Trl Prk.
 Lawrence Rd. E1, E2, E3, E4
 Lazarus Way D7
 Leaside Dr. D1
 Lemay Rd. E5
 Liberty St. F5
 Lincoln Terrace E4, E5
 Linda St. E2
 Linwood Ave E2
 Lisa Rd. Kachadorian Trl Prk.
 Lisette Dr. C8
 Littlefield Ave. B4
 Lois Lane D2
 London Rd. C6
 Longwood Rd. B4, C4
 Loren Ave. D3
 Lou Ave. D4, D5
 Lou-Al Lane D6
 Lowell Rd. A2, B2, C2
 Lucille Ave. C4
 Lyndale Ave. D5
 MacFarland Rd. C2
 MacGregor Ave. C2
 MacLarnon Rd. E2
 MacMillan Rd. E5
 Magnolia Ave. E4
 Mahoney Ave. E5
 Main St. C3, D3, D4, E4, F4
 Manor Parkway B3
 Maple Place C3
 Marianna Rd. C4
 Marie Ave. D1
 Marigold Rd. Cole's Trl Prk.
 Maronos Dr. B2
 Marsh Ave. E4
 Martin Ave. D4
 Mary Ann Ave. D6, D7
 Mary's Lane D6
 Mascoma Rd. C5
 Mason Dr. B5
 Mathias St. E3, E4
 Matthew Dr. C6
 Mayberry Ave. D4
 Maylane Dr. A3, B4
 McGrath St. B4
 McKinsty Circle A2
 McLaughlin Ave. E5
 McMann Court E4
 Meadow Lane E5
 Meisner Circle D4
 Meisner Rd. D4
 Meridan Dr. D1
 Merrill Ave. D4
 Messer Ave. E2
 Mildred St. E2
 Mill Pond Rd. C7
 Millville Ave. Near Millville
 Millville Circle D5
 Millville St. C4, C5, D5
 Millville Terrace D5
 Morgan Circle E3
 Morningside Ct. E1
 Morrison Ave. C4
 Mountain Ave. C6
 Mulberry Circle E2
 Mulberry Rd. E2
 Muse Terrace C3
 Nancy Ave. E2
 Nash St. C2
 Nelson St. Tinsdale Trl Prk.
 Nolet Ave. D6
 No Broadway C3, C4, C5, B5
 No Main St. E4-7, D7, C7, C8, D8
 No Policy St. B4, B5, C3, C4
 Northeastern Blvd. C3
 Northwestern Blvd. B3
 Norwood Rd. D7, D8
 Nottingham Lane D7
 Norwell Crt. D7
 Oak Ave. E5
 Oakridge Ave. F1
 Old Coach Rd. E3
 Old Derry Rd. D8
 Old Farm Rd. D7, E7, E8
 Old Rockingham Rd. B5, C4, C5
 Old Village Rd. F6
 Olde Woode Rd. F6
 Olive Ave. D4
 Orchard Terrace B4
 Otis Ave. E1, E2
 Palm Rd. D6
 Palmer St. C7
 Palomino Rd. E3
 Paris St. D7
 Park Ave. D3
 Parker Circle D8
 Parkview Ave. D3
 Pattee Rd. E1
 Pawtucket D8
 Peak Ave. D6
 Peck Ave. D6
 Peel B5
 Peggy Lane C4
 Pelham Rd. A2, A3, B2, B3
 Penobscot Ave. B5, C5
 Pine Ave. E5
 Pine St. D3
 Plaisted Circle F5, F6
 Playcamp Rd. C2, D2
 Pleasant St. C2, C3
 Pleasant St. Ext. C2, C3 Private
 Point A Rd. C3
 Pond St. E1, F1
 Porcupine Rd. E2
 Portupine Circle B2
 Princess Dr. Suburban Trl Prk.
 Providence Hill Rd. E7
 Pumping Station Rd. B5
 Queen Anne Lane B5
 Quill Lane B2
 Range Rd. B5
 Raymond Ave. C3
 Redwood Ave. F3
 Reid Ave. D7
 Rena Ave B3, C3
 Ridgeview Ave. F1
 Riverdale St. E5
 Robert Ave. D4
 Robertson St. E4
 Rockingham Prk Blvd. C2, D2
 Rocky Pond Rd. A2
 Rocky Rd. A2
 Rolfe St. C7
 Rosemary St. Tisdale Trl Prk.
 Rosewood Ave. E1, E2
 Roux Ave. D6
 Royal Circle D4
 Ruth St. E2
 Salem St. C1, D1
 Samoset Dr. C5
 Sand Ave. E5
 Sandhill Rd. E1
 Sandy Beach Rd. D7
 School St. C4, D4, E4
 Scollay Circle C4
 Scotland Ave. C5
 Second St. D7
 Seed St. E1
 Senter St. E2
 Settlers Ave. D7
 Shadow Lake Rd. B5, B6, C6
 Shady Lane C5
 Shannon Rd. E5, E6, E7
 Shepard Ave. E3
 Sherwood Circle E4
 Shetland Circle E3
 Shore Dr. D6, D7, C7
 Short St. E3
 Sillen Circle D2
 Smith St. B4
 Sorenson Rd. E5, E6
 So Broadway C2, D2, D3, E1, E2
 So Policy St. C2, C3, D2
 So Shore Rd. B4
 Spencer Ave. D1
 Spicket Ave. E5
 Spicket Lane Ave E6
 Spring St. C4
 Stanley Brook Dr. B2
 Stanwood Rd. E4
 Stiles Rd. B2, B3
 Stone Post Rd. D4
 Stoneybrook Rd. E6, F6
 Streeter Ave. D1
 St. Mary's Lane B4, B5, C5
 Sullivan Ave. C3, C4
 Sullivan Ct. C4
 Summer St. C4
 Summit St. B4
 Sunrise Dr. D1
 Sunset Rd. D7
 Sycamore Ave. B2
 Sylvan Dr. C6
 Tammy St. E4
 Taylor St. C4
 Teague Dr. D8
 Telfer Cir. Off Freedom Dr. D3
 Theresa Ave. F2, E2
 Theresa Rd. C4
 Therriault Ave. D4
 Third St. D7
 Tilton Terr. D7
 Timothy Lane E6
 Town Farm Rd. E5, F5
 Townsend Ave. D5
 Trailerhorne Dr. Nutter Trl Prk.
 Traveler Dr. Cain's Trl Prk.
 Trey Circle B4
 Trina Rd. C4
 Trolley Lane C2
 Tudor Dr. D5
 Twinbrook Ave. F1
 Tyler St. E2
 Union St. C6
 Vagabond Rd. Shadow Lk Trl Prk.
 Valeska Lane D1
 Veronica Ave. C4
 Veteran's Mem Pkwy D3, E3
 Walnut Terr. E6
 Walter Palmer Lane D5
 Ward Ave. D6
 Webb St. D4
 Webster St. B4
 Weinhold Terrace D2
 Welch Circle E3
 Wells Ave. E5
 Wendy Ave F2
 West Duston B4
 W Passage Rd. Ackerman Trl Prk.
 West St. A2
 Westchester St. D3
 Westerdale Ave. E5
 Westpassage Ackerman Trl Prk.
 Westwood Rd. D5
 Wheeler Ave. F2, F3, E3
 Wheeler Dam Rd. D6
 Wildwood Lane B4, B5
 Williams St. E3
 Willow St. C4
 Wilson St. C7
 Windward Terrace D5
 Winter St. Tisdale Trl Prk.
 Wood Lane C4
 Woodbury St. E3, E4
 Woodland Ave. D5
 Woodlawn Terrace C2
 Wreck Ave. D6
 Zion Hill Rd. C7, D5, D6

NOTES



Salem, New Hampshire

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911

IMPORTANT NUMBERS:

Connecting all Departments (Except Police, Fire, Public Works & Senior Center)	893-5731
District Court	893-4483
Animal Control Services	893-2335
Fire Department & Ambulance:	
Emergency	911
Business Calls	898-9774
Fuel Assistance	898-8435
Housing Authority	898-6417
Kelley Library	898-7064
Landfill	893-1751
Public Works Department	893-5305
Senior Citizens Center	893-8607
Police:	
Emergency	911
Business Calls	893-1911
New Hampshire Registry of Motor Vehicles	893-8734
School Department:	
Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069